

Rural Support Programmes Network



Report on the National Convention of Civil Society Organisations | 1st July, 2013

of the

*“Capacity Building of Local Grassroots Organisations in Governance,
Transparency and Gender Sensitisation” project*

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Introduction

Following on from the success of the 1st National Convention of Federations of Community Organisations, which was held in December of 2008, the Rural Support Programmes Network (RSPN) has been organising national conventions of organised communities on an annual basis. With conventions being held in 2009, 2010 and 2011, organised communities from across Pakistan have been presenting their achievements and innovations to a wider audience of federal and national government representatives, international and national NGOs, the Rural Support Programmes (RSPs) and to various civil society organisations. These organised communities consist of grassroots communities at three different tiers, working for the development of their members. At the first tier, i.e. the neighbourhood level, Community Organisations (COs), which consist of 15-20 households, work on household level development activities. At the second tier, i.e. the village level, all the COs in a given village federate to form a Village Organisation (VO). The VO consists of two members on average from each member CO who are nominated by their CO. The VO works at the village level for development initiatives which cover either the entire village or initiatives across several neighbourhoods. The third tier is at the union council level where all the VOs in a given union council federate to form a Local Support Organisation (LSO). The LSO consists of representatives from all the VOs, whereby on average two members from each VO are nominated into the LSO by their fellow VO members. These nominated members form the General Body of the LSO which decides and approves the developmental direction of the LSO. Out of the General Body, an Executive Body or Executive Committee is formed consisting of 11 members on average. The Executive Body carries out the day to day operations of the LSO itself and consists of office-bearing positions such as President, General Secretary, Treasurer, etc as well as non office-bearing positions. By being at the union council level, the LSO is able to create linkages and synergies with a wide range of external stakeholders such as local government, NGOs and the private sector. There are now over 800 LSOs across Pakistan.

The 5th National Convention, i.e. the National Convention of Civil Society Organisations was held on the 1st of July, 2013 in Islamabad and was unique in two ways. Firstly, the convention marked the auspicious occasion of the 30th anniversary of the RSPs and secondly it celebrated the achievements of the European Union-funded “Capacity Building of Local Grassroots Organisations in Governance, Transparency and Gender Sensitisation” project which was implemented by RSPN and three of its partner RSPs, namely the Aga Khan Rural Support Programme (AKRSP) in Chitral region, the National Rural Support Programme (NRSP) in Mardan and Turbat regions and the Sarhad Rural Support

Programme (SRSP) in Mansehra region. All in all, this 18 month strengthening and capacity building project has helped 160 LSOs and CSOs in 12 districts across the aforementioned regions in Balochistan and Khyber Pakhtunkhwa provinces. These LSOs and CSOs were strengthened in areas such as gender sensitisation and budgeting, development and resource



Participants at the National Convention

mobilisation planning and financial recordkeeping. The Chief Guest of the National Convention was Mr. Berend de Groot, Head of Cooperation at the European Union Delegation to Pakistan.

The event also included the book launch of “Man in the Hat: The story of Shoaib Sultan Khan and the rural poor of South Asia”. The biography was written by Mr. Noel Cossins and focussed on the development work of Mr. Shoaib Sultan Khan, Chairman RSPN in and around Pakistan. The Chief Guest of the book launch was Dr. Ishrat Husain, Ex-Governor of the State Bank of Pakistan. Both events were attended by over 500 participants from the federal and provincial government, international and national NGOs, the RSPs and civil society organisations. Most importantly, the Convention was attended by community members from over 180 LSOs and CSOs from across the country from districts such as Turbat, Chakwal, Mustung, Mansehra, Tharparkar, Malakand, Shikarpur, Mardan, Chitral, Gilgit and Karak.

Opening Session

The opening session started with the recitation of the Holy Quran by Syed Abdullah Shah Ghazi, who also offered condolences to Mr. Shoaib Sultan Khan for the recent passing away of his wife. This was followed by the opening remarks by Ms. Shandana Khan, Chief Executive Officer, RSPN.

Welcome Address

Ms. Shandana Khan welcomed the participants , especially friends from the European Union (EU), the author of the book, Mr. Noel Cossins and his wife, various donors, Mr. Vijay Kumar (IAS), Joint Secretary

SGSY & Mission Director, National Rural Livelihood Mission, Ministry of Rural Development, Government of India, old and new friends, ambassadors and supporters from the government and the local communities and friends and colleagues from the RSPs, particularly AKRSP (which was the first RSP in Pakistan) and most importantly Mr. Shoaib Sultan Khan and his family. She further thanked the contributors to this event, namely the EU, the RSPs, Barclays Bank, Faysal Bank and Adamjee Insurance.



Ms. Shandana Khan, CEO RSPN

She proceeded by highlighting the main aim of the event; which was to celebrate the achievements of the organised communities under the RSP movement and its 30th anniversary. While narrating how her association with the RSPs started, she read out a passage from the book about

Mr. Shoaib Sultan Khan written by him. It was a passage about Mr. Khan descending from an AKRSP helicopter and offering a remote village help, but more importantly the passage highlighted the message that he brought and she quoted, "Okay we'll help you build the irrigation channel but you will have to do this yourself; we will tell you how to do it...". In this passage, Ms. Khan shed light on the crux of the philosophy of the RSP movement that changed the face of these mountains, that is of 'self-help' and that nothing is impossible for people. She emphasised that it was this fact which made the RSPs different from other development programmes: "when the villager proudly says, 'we made this ourselves', this is true development". She further said this was how most of them had worked inside the RSPs and that this was the essence of what the RSPs were - a reflection of what the communities are.

Ms. Khan went on to praise the projects that had actually grown historically and termed them as 'landmarks' and expressed gratitude to the government, which since December 1982, has not only supported and set up four RSPs but also started projects to support the RSPs and the communities they strengthen. However, she did say that she wished to have as much government support as in the case of the Indian government and the National Rural Livelihood Mission (NRLM) in India and expressed hope that they might be moving towards that slowly. Furthermore, she also mentioned that the RSP

movement philosophy was not limited to Pakistan only. Rather, it had expanded to the eastern and western borders and had been demonstrated in various projects in Afghanistan, Tajikistan and Andhra Pradesh, India for instance. She then mentioned the differences in Pakistan's down country and the Northern Areas; with government presence being much more visible in the former but with the basic principles remaining the same, i.e. to encourage the people themselves to organise and form their institutions *of the people*.

Ms. Khan went on to explain how community groups especially the LSOs were creating linkages with the government. She said that these were the challenges that they faced, on which more detail would be



Participants from AKRSP

shed by the LSOs in the first half of the conference. She also mentioned how today's needs were quite different from the past in the sense that security and law and order had become a new concern with many LSOs organising themselves and managing their own security. Therefore, there were greater

challenges nowadays however that this forum could prove to be a learning experience for all concerned. In the end, she especially thanked the EU and acknowledged that the support from the EU has been exceptional and referred to them as 'the champion in understanding what we do and in terms of supporting it' and praised their efforts of moving around in dangerous areas like Peshawar, Charsadda and Swat. Ms. Khan also acknowledged the efforts of Mr. Berend de Groot, Head of Cooperation from the EU, not only because EU gave the funds but also in terms of his ideas and who, after working in Afghanistan, had become very familiar with Pakistan and was actually a part of the RSP movement now.

The conference continued with a brief overview of EU funded project.

"Capacity Building of Local Grassroots Organisations in Governance, Transparency and Gender Sensitisation"

Mr. Muhammad Ali Azizi, Specialist Social Mobilisation, RSPN and Technical Advisor to the project, started off by acknowledging EU's monetary compensation 18 months back to the project which focussed on the capacity building of LSOs and civil society organisations. To explain exactly how this was carried out, he showed some slides to the audience in which he explained what LSOs were since many people were unaware of their structure. He started off by asserting the most important component of Mr. Shoaib Sultan Khan's philosophy, the crux of which is that poverty exists at the level of an area and or a village but most importantly, it prevails at the level of the household. Thus, if efforts to eradicate poverty do not reach the household, then there will rarely be any change in overall poverty levels. Hence, all RSPs start their efforts from the basic level, i.e. at the households when eradicating poverty. The slides explained the basic principles of the social mobilisation of RSPs such as:

- The lowest tier consists of households; of which 15-20 form to make an organisation called a Community Organisation (CO)
- In addition to mixed COs (where both men and women are members), there are also only women's and only men's COs. All decisions of the CO are made in a unified manner.
- All the COs in a village are federated in the form of a Village Organisation (VO). Each CO nominates two of its members to the VO.
- Eventually at the level of the union council, all the VOs are federated in the form of a Local Support Organisation (LSO). At this level, these organisations have enough strength and influence to collaborate with government



Mr. M. Ali Azizi, Technical Advisor to the project, RSPN

departments and interact and cooperate with other development organisations including the private sector.

Mr. Azizi also said that gradually these LSOs had started making their own networks at the Tehsil and District level. 15 networks have already been made, out of which 12 are at the Tehsil level and three at the District level. The next few slides explained the basic structure of LSOs, mentioned in detail in the slides attached in the annexure. Furthermore, he explained that although the COs, VOs and the LSOs were separate organisations, they acted as parts of the same body and cooperated and worked in harmony with each other; thus being interdependent with each other.

Mr. Azizi then went into providing a brief overview of the EU-funded project titled “Capacity Building of Local Grassroots Organisations in Governance, Transparency and Gender Sensitisation”. The overall objective of the project was to contribute to strengthening equitable and sustainable civil society



NRSP-Mardan region staff of the EU-funded project

organisations for good governance, transparency and accountability in Pakistan and alongside expand social and economic opportunities for local communities, particularly women and the poor. RSPN's implementing partners constituted of AKRSP in Chitral region, NRSP in Mardan and

Turbat regions and SRSP in Mansehra region. 160 organisations participated in the project, out of which 127 were LSOs and 33 CSOs. The speaker said that the main results of this project were that they trained the master trainers of the RSPs in this project (master trainers consisted of two kinds; the first specialising in gender sensitisation and budgeting, development planning and resource mobilisation planning while the second specialising in financial recordkeeping). These master trainers trained CSOs and LSOs in the project; with the result that when these trained members returned, they improved their own organisations by implementing what they had learnt. Due to the project, the financial records of the participating LSOs and CSOs has improved dramatically due a) to the trained community participants and b) to the intensive follow-up period carried out by the RSPs' master trainers whereby they visited each organisation individually to observe and to assist the bookkeepers in maintaining their financial records. Another significant result of the project that was mentioned was that planning had been made gender

sensitised for the first time so that the needs of women, poor and the marginalised were given significance in all planning. The project also allowed LSOs and CSOs to become aware of their local district government budgets and their methodology as well as introducing CSOs to the concept of social mobilisation.

Mr. Azizi concluded his presentation with an overall picture of the achievements that the project had gained, such as:

- 96% of LSO/CSO members being trained in gender/development planning
- 103% of LSO/CSO members being trained in financial recordkeeping
- 96% of CSO members being trained in social mobilisation
- 92% of LSO/CSO members had been provided with refresher training
- 102% financial recordkeeping follow up visits had been conducted by master trainers in which they provided individual support to LSOs/CSOs
- All planning workshops of LSOs/CSOs had been conducted in which the LSO/CSO developed their approved (by their General Body) three year work plan with budget, annual work plan with budget and resource mobilisation plan; with the support of the master trainers

The session continued with presentations by the representatives from the different LSOs and CSOs of the project, who narrated their experiences from the field regarding the project.

LSO Koh Integrated Development Programme, Chitral - Khyber Pakhtunkhwa (AKRSP)

Mr. Intikhab Alam, a representative from Koh Integrated Development Programme (KIDP) started the presentation by showing the participants one of the initiatives which the LSO had carried out, namely a community dialogue in an attempt for a peace committee. This was followed by Ms. Shabana Ami, a member of KIDP sharing the basic statistics about Chitral and explained the position of LSOs in Chitral region of which there were 15 in the region, 823 VOs, 676 Women's Organisations (WOs) and 221 CSOs. Ms. Ami said that the 15 LSOs together covered 19 of the 24 union councils in Chitral district. LSO KIDP itself was formed in 2007 and for the time being, it covered Koh and Danin union councils. It had a household coverage of 69% which made up its 63 VOs and 26 WO. LSO KIDP's board consisted of nine men and four women.

Regarding the European Union project, LSO KIDP began with the situation or weaknesses of the LSO prior to the start of the project. Mr. Alam explained that the LSO had weaknesses at several levels, such as a lack of ownership at the grassroots community level. He said that the community had an



Presenters from LSO KIDP

understanding that the LSO was an organisation which would provide projects without the community doing anything. As a result, the planning which took place at the community level was project-based and non-existent in VOs/WOs where projects did not exist. At the LSO level, Mr. Alam said that the staff

and directors had limited capacities in the efficient working of an organisation; in terms of planning for directors and recordkeeping for the staff of the LSO.

It was the EU-funded capacity building project which addressed these weaknesses, narrated Mr. Alam. He said that besides the immediate results which were achieved (such as members/staff being trained, financial records being updated and development plans being made), the project had a much broader impact on their LSO. For instance, the project resulted in an increase in the participation and ownership of their member grassroots communities with over 900 poor, youth and women taking part in the planning process. In addition to this, because of this increased participation (especially of women), strategic gender needs have been included in the development plans of the LSO; rather than just practical gender needs which do not improve the long term status and position of women in society.

In terms of the resource mobilisation training, through the project, the LSO also realised the wealth of resources that they possessed internally. Mr. Alam said that the project made them realise that they did not have to depend on external funds to carry out development for their community. With the development of the annual plan and three year plan with budgets, the LSO was able to establish an estimate of their operational costs and developmental costs. Having done this, they saw that according to their resource mobilisation plan, they would not only be able to meet their operational and developmental costs but would end up with a surplus of resources.

Mr. Alam concluded his presentation by saying that the project had enabled their organisation to become a much more effective and efficient organisation due to the fact that their planning was bottom-up with the participation of all sectors of society as well as being managed by a group of people that now had the skills to do so.

CSO Sahil Health & Development Organisation for Women (SHADOW), Gwadar - Balochistan (NRSP)

The representatives from CSO Sahil Health & Development Organisation for Women (SHADOW) started by presenting their organisation's profile. SHADOW was formed in 2007 and covered seven union councils across three tehsils in Gwadar district. Their overall coverage of households in district Gwadar was 54%. These households

were organised in the form of six women's CSOs. The representative continued by stating that the reason for SHADOW being formed was because she felt that the participation of women was just used as a rubber stamp and where women were being



Representatives from SHADOW presenting at the Convention

ignored and their opinions were rarely being taken into account in decision making. In order to address this problem, SHADOW was formed with its vision being to create a comfortable environment, where women have rights and are able to bring a change in attitudes and play their role in the development of the country. She further said that education, health, and skills are important components where women should be heavily involved, so that at the end of the day, they can succeed both at home, and outside, improving their participation in environmental and political areas.

Mr. Gulzar Ahmed (also from SHADOW) continued the presentation by sharing some of the achievements of his organisation. SHADOW had successfully completed a Bank Registration Project in collaboration with the National Database and Registration Authority (NADRA), the United Nations Development Programme (UNDP) and the District Government, where 26,000 children were given

computerised birth certificates. He declared the importance of this process, as the Right to Vote, Right to Citizenship, Right to Health, Right to Education, etc were all linked to the identification of an individual. SHADOW was also working in the area of early child marriages by organising a movement against it through various campaigns, etc. In addition to this, SHADOW was also disseminating and educating women about human rights, gender rights and democratic governance with the support of an NGO.

Mr. Ahmed moved onto the “Capacity Building of Local Grassroots Organisations in Governance,



RSPs' staff members

Transparency and Gender Sensitisation” project and said that it had improved their major deficiencies and problems such as issues of transparency and accountability, low capacity in financial management, low participation of members and skills of members in the organisation. However because of the project, SHADOW was able

to overcome these weaknesses. Mr. Ahmed stated that the organisation now had fully updated and complete financial records which were able to be maintained by their bookkeeper. He also shared that he noticed that the members of their organisation were questioning their General and Executive bodies more and more, i.e. they were taking a greater interest in how the organisation was being managed and what activities it was carrying out. In addition to this, he said that because the project required that planning take place from the bottom-up, more and more young women were joining SHADOW to become activists. With these young activists, he has seen a great increase in the number of creative and innovative ideas being thought of. He also mentioned that because they had trained staff, they were able to pass on their skills to these young women who would carry out the work of SHADOW in the future. As a part of their future plans, the project had made them realise that they had immense resources. Therefore SHADOW would be planning on establishing an endowment fund of their own in order to ensure future sustainability.

LSO Siran Valley Development & Cooperative Organisation, Mansehra - Khyber Pakhtunkhwa (SRSP)

Syed Abdullah Shah Ghazi, the representative from LSO Siran Valley Development & Cooperative Organisation started his presentation by dedicating a Prophet's Hadith to all the EU representatives as well as other humanitarians - "the best amongst you in the universe is that person from whose work, humanity benefits". Mr. Ghazi said that his LSO was the first to be established in Mansehra region on 23rd March 2010; a district where today many LSOs exist. In the beginning, he shared some facts about his LSO and Mansehra region. The Tehsil and District under this LSO was Mansehra while the LSO operated in union council Sum. In terms of coverage, the union council had a total of 3,524 households of which 2,688 households had been organised, i.e. a coverage of 76%.



Syed Abdullah Shah Ghazi, LSO Siran Valley & Development Cooperative Organisation

The vision of the LSO was the eradication of poverty and to bring a positive change in the lives of people who lived at the margins of society. Through social mobilisation, he said, their LSO was continuing to help people at the household and union level to solve their problems. Some of the achievements of the LSO were:

- Holding a conference on the importance of Human Rights in which 120 men and 60 women took part
- Carrying out a walk for education in which 200 children took part
- Arranging a medical camp for 250 men, 150 women and 120 children
- Ensuring that all livestock in the union council was vaccinated
- Enrolment of 500 children into schools

Mr. Ghazi then went onto the "Capacity Building of Local Grassroots in Governance, Transparency and Gender Sensitisation" project. He expressed his gratitude to the EU for their support and funding to their project, which resulted in contributing to many improvements in the LSO. He said that prior to the project, the LSO had several weaknesses such as an absence of a development plan at the LSO level, having incomplete or missing financial records and low participation of women in the LSO. In addition to this, he said that the LSO itself was always relying on outsiders for resources. Through the project, Mr.

Ghazi said that the LSO finally realised that it had a wealth of resources at its disposal in the form of natural and human resources as well as the power of mobilisation of resources (both cash and in-kind) within their own communities. In terms of addressing their weaknesses, the LSO now had an approved annual work plan as well as a three-year development plan; both with budgets. Mr. Ghazi explained that these plans were developed in a participatory manner with contributions from men, women, youth and the poor. As a direct result of the project, he said that the LSO has successfully planted 30,000 saplings in their area through a project from Watershed. In addition to this, because of their planning, they obtained funds from their Minister of National Assembly (MNA) to construct four link roads at a total cost of Rs. 7.1 million.

CSO Roshni Development Organisation (RDO), Abbottabad - Khyber Pakhtunkhwa (SRSP)

Ms. Shakila Rehman and Mr. Zulfiqar Ahmed presented on behalf of Roshni Development Organisation



Ms. Rehman, RDO presenting at the Convention

(RDO) that came into being in 2003 initially at the village level. Ms. Rehman started by explaining the structure of RDO which consists of 55 men's community organisations, 45 women's organisations and 12 mixed organisations, i.e. a total of 112 organisations. The main vision of RDO was to be involved at the grassroots level so that individuals are empowered through social mobilisation. The representative said that they aim to create a peaceful society based on equality, justice and transparency where rights of the underprivileged segments of the society are given prevalence.

Mr. Ahmed followed by mentioning some of the achievements of RDO, such as organising a cricket tournament in their union council in which 650 people participated and resulted in the generation of Rs.

160,000, ensuring the safe disposal of garbage in their area, establishment of a sewing centre and linkages with the government's Education Department and Agriculture Department.

Regarding the project funded by the EU, he said that the biggest lesson they had learnt from the project was the strength and importance of social mobilisation. Mr. Ahmed said that RDO, which was initially a CSO (at the start of the project) had now become a LSO. Upon being exposed to training events alongside various LSOs, RDO had seen the logic of these organisations. In addition to this, the training in social



Community participants at the convention

mobilisation had given them the understanding of the methodology. RDO has now requested SRSP to register them as a LSO with them; which has been accepted. Mr. Ahmed said that RDO now had a three year and annual development plan with budgets; which had been made in a participatory manner. He also said that the project had allowed them to focus on women and the youth and to ensure that they participated equally in the organisation's future.

Observation by the Key Note Speaker - Mr. Berend de Groot, Head of Cooperation, EU Delegation to Pakistan

At the end of the first session, Mr. Berend de Groot, Head of Cooperation, EU Delegation to Pakistan was asked to come on stage and express his views¹. He started off by saying that he was impressed by the presentations that day and said he was honoured to be addressing a group of distinguished Pakistanis who had given leadership to the RSP



Mr. Berend de Groot, Head of Cooperation, EU Delegation to Pakistan speaking at the Convention

¹ Please see Annex 1 for Mr. Berend de Groot's speech.

movement in their common aim to reduce poverty. He received the applause of the crowd when he said that all the participants today have carried on the experiences that started 30 years ago; something that had become a country-wide movement and an autonomous local civil society. He said that something of this scale is rarely seen anywhere in the developing world. He also said that the partnership of EU with Pakistan was cognizant of the achievements and the potential of the RSP



Participants listening to the keynote speaker; Head of Cooperation, EU Delegation to Pakistan

movement. Mr. De Groot continued by saying that the EU had funded various projects of the RSP movement regarding social mobilisation activities as a means of delivery of activities. He continued by saying that KPK and Balochistan were the focus of EU projects and that he had the

privilege of working here 15 years ago. He further praised

the concept of the RSP in terms of its delivery, and declared their capability to strengthen the structure of village organisations in the regions with any donor as commendable.

He further said that the Poverty Alleviation Programme funded by the Government of KPK and implemented by SRSP had inspired the EU in its new programme of economic advancement and community empowerment, better known as Malakand Peace where Rs. 5.2



Guests from the development sector

billion has been invested in the Malakand division to improve basic public facilities, economic activities and create a strong constituency of village organisations and LSOs. In expanding the Peace programme,

he said, they are supporting the Government of KPK in establishing a district-based mechanism to secure a regular flow of funding for community-led local initiatives. In the end, he narrated the importance of funding by the KPK government itself in these projects, terming EU and other donors as temporary and said that he soon wanted to continue to see the Government of KPK in that list of donors, seeing as they were the permanent donor at the end of the day. He proceeded on to say that Rs. 10.4 billion along with



Participants of the Convention

technical assistance, and support in social mobilisation given for the next four years should enable the provincial government of KPK to implement a similar kind of funding in the Malakand division. Thus he repeatedly stressed the need for funding by provincial developments and expressed high hopes from the new KPK government.

His final point also stressed on the linkages between civil society-based local development and the emergent structures of local development. He said for the EU, community-driven local development and local government structures are 'two sides of the same coin', terming top down development policies and programmes as useless. Reading from the a Policy document of the EU he said, EU aims to invest in projects that have a territorial approach, and where the locals work together to define priorities and plan long term development goals, hence making it a bottom- up long term process where the locals work with the government. He said that massive amounts of money were not needed for projects like developing computerised national identity cards (CNICs) but yet they are extremely important activities for the development of any community. He concluded by saying that the EU hopes to continue working with RSPN and the RSPs and the Pakistan Government to seek and develop an 'optimal integration' of the roles of the community-based organisations and the new local governance structures. He expressed his best wishes to RSPN, RSPs and his dedicated staff and congratulated them on their achievements and that, as a donor, he said, they would continue to support them.

After the tea break, the session proceeded on to a second round of presentations by the LSOs and the CSOs.

LSO Saachan Kallag, Gwadar - Balochistan (NRSP)

The representative from LSO Saachan Kallag started off with pictorial images of a solar system initiative which had been started by the LSO as well of women who had obtain loans from the LSO in order to improve their livelihoods. The presentation formally started with the profile of the union council and LSO being provided. The LSO was located in District Gwadar, Tehsil Pasni and had been formed in March of 2008. He said that the number of total households in the union council was 1,933 out of which 60% had been organised. The LSO had a total of 72 COs (of which 45 were women's and five were mixed). These COs were federated into 12 mixed VOs. The LSO itself was formed in 2008 and had 18 General Body members (of which 11 were women) and seven Executive Body members (of which three were women).

After sharing these facts, the presenter mentioned some of the achievements of Saachan LSO that included:

- Increasing their coverage by forming new COs
- Training their COs in basic management; a total of 54 COs had been trained
- Providing loans through internal lending
- Organising awareness-raising workshops regarding health and hygiene; with a focus on malaria awareness for women
- Carrying out a walk against the use of drugs in which 200 men and 30 children took part
- Assisted in developing 105 CNICs for their members
- Carrying out conflict resolution within their union council
- Spreading awareness against child marriages

He also briefly touched upon some of the key initiatives of the LSO (mentioned in detail in their slides at the end of this report). Talking about the solar energy project implemented in seven villages with the help of USAID, he said that 398 households benefitted while literate individuals in the respective villages were trained in the repair and maintenance of the solar system so that they were not dependent on outsiders and could maintain the system themselves. He proceeded to tell the participants about the linkages that their LSO was able to maintain, mainly with Wetlands, World foundation and with their

local MPA from whom they obtained an ambulance. Another major achievement of which he talked in detail was the Community Investment Fund (CIF) disbursement of LSO Saachan Kallag in which Rs. 330,000 was dispersed as of May 2013 with a 100% recovery rate. The CIF is a revolving fund



Presenter from LSO Saachan Kalag

which is owned and managed by the LSO; from which they provide microloans to their poorest members; on their own terms and conditions.

The second part of the presentation focused on the EU-funded capacity building project whereby the representative from the LSO mentioned that before the EU, their LSO lacked the capacity in financial management and record keeping. He added that they also lacked regarding their vision for long term planning and sustainability. However, after the EU project, not only have their financial records been fully completed and updated; they are still being maintained in accordance with what they had learnt in the project. He said that in addition to this, the LSO leaders were also better able to understand their local government budget system and thus were able to develop a three year development and annual work plan with budget; in addition to a resource mobilisation plan. Thus the immediate impacts of this project were improved transparency and accountability, better sustainability of the LSO, greater gender equity and improved resource mobilisation capacity. In the end, he shared the future plans of the LSO with the audience, which was as follows:

- To set up a solar system project to cover the remaining village of their union council
- To increase education in the area with the establishment of a language centre and library
- To increase the capacity building of their member COs and VOs and its members.

CSO Darband Education Organisation, Chitral - Khyber Pakhtunkhwa (AKRSP)

Mr. Muhammad Wazir and Ms. Nur ul Huda, the two representatives from Darband Education Organisation (DEO) CSO started off by sharing their mission statement which was to make people aware



Ms. Huda and Mr. Wazir, DEO presenting at the Convention

of the benefits of education. Alongside promoting education in the new generations to come, working for their holistic development and increasing the literacy rate in their target union councils was also something which DEO focused on. The target union councils of DEO within Chitral district were union councils Mastuj, Laspur and Yarkhun. The presenters

added that the total beneficiary households were 2,296 in number. Their own organisation consisted of 80 General Body members (of which 24 are women) and seven Executive Body members (of which two were women). In addition to this, DEO also employed four staff members. After sharing the basic facts about the structure of the CSO, Mr. Wazir also shed light on the academic and non-academic activities of their organisation, mainly:

- Establishment of two schools and one college with 1,650 students in total
- Livestock management
- Awareness regarding Human Rights
- Providing training in First Aid
- Providing training in Disaster Risk Management

Moving onto their weaknesses prior to the project, Mr. Wazir said that the major weakness that they had was the lack of planning and coordination amongst different members and organisations in the region. He elaborated by saying that there was no trend of discussion or consulting beneficiaries, thus increasing the gap between the organisation and the community. Another weakness was regarding mismanagement in reference to financial planning as well as fund-raising. Mr. Wazir explained that these weaknesses were corrected in the capacity building project, as they trained their key staff from

the project's master trainers. He said that this was followed by in-depth and continuous follow-up support by the master trainers. He said this follow-up benefited their accountant immensely as the master trainer was on-hand to provide him with guidance regarding their financial records. After the training events of the EU project, annual and three year development plans were developed along with a resource mobilisation plan. He said that DEO now had a clear road-map as to what its key activities were for the year as well as for



Guests at RSPN's publications table

the next three years. Some of the initial activities that DEO had initiated as a result of the development plans they made were:

- Starting new sessions in Engineering and Computer Science in their college
- Construction of a new block of their college through self-help basis
- Generated scholarships for 24 students (Rs. 80,000)
- Provided monetary concessions for 25 poor students (Rs. 74,000)
- Developed linkages with other organisations such as AKRSP and the local government

They ended by sharing their future plans which included the establishment of an endowment fund for poor students and the initiation of a Professional Development Centre.

LSO Saleem Khan Rural Development Organization, Swabi - Khyber Pakhtunkhwa (NRSP)

Mr. Fazl-e-Wahab started off by sharing the basic facts about the LSO of which he was a member. He said that the LSO was formed on the 29th of May, 2009 and was located in district Swabi in Khyber Pakhtunkhwa province. The union council of Saleem Khan had a total number of 1,722 households of which 1,222 households were organised into the LSO. This coverage of 71% is organised into 68 member COs and two VO's. The LSO has a total of 42 General Body members of which 12 are members of the Executive Body. Mr. Wahab went on to mention some of the achievements of the LSO, such as:

- Reclaiming lands that had been illegally occupied in order to widen common roads and create access to public facilities such as schools, markets and health centres.
- Constructed a sports stadium for youth including a squash complex for women; through the LSO's linkages with local government
- Approved and obtained a high school for girls and upgraded a boys high school to higher secondary level
- Approved the construction of causeways from their local minister

Mr. Wahab then moved onto the EU-funded project and the problems which the LSO was facing prior to their participation in the project. He said that the biggest problem facing the LSO was the lack of a proper work plan and budget.

The LSO would work on their development issues in an ad hoc manner. In addition to this, their activities would not be focused on strategic gender-based issues. In terms of financial recordkeeping, the LSO did not have a completely updated financial system which would cause issues in



Mr. Wahab from Saleem Khan Rural Development Organization

transparency, constraints in resource mobilisation and trust issues within the organisation and with external stakeholders.

As a result of their participation in the project, the LSO has removed their weaknesses as they now have an in-house capacity regarding development of their three year and annual work plans with budgets. Mr. Wahab said that besides developing their work plan, they were very proud of the fact that their plans were highly gender-sensitive and included numerous strategic gender-needs such as increasing women's voting turnouts. In addition to this, the LSO also has a greater understanding of their local district government's budget and how it works. Mr. Wahab said that this would help them further when they would approach their local government officials for the purpose of creating development linkages. Lastly, the LSO now also has fully updated financial records which have been shared with their stakeholders. The representative from LSO Saleem Khan said that he hoped that this would increase

their chances of resource mobilisation and linkages as external and internal stakeholders would see a much more transparent organisation.

CSO Participatory Development Initiatives (PDI), Mardan - Khyber Pakhtunkhwa (NRSP)

Mr. Mir Ali Shah started off by stating that Participatory Development Initiatives (PDI) was formed on



Mr. Shah, PDI informing participants about his organisation

July 1st 2005 with Mardan district as its focal geographic area. In terms of thematic areas, Mr. Shah said that PDI focused on Water and Sanitation Hygiene (WASH), social accountability and gender mainstreaming. The vision of PDI was “A society characterised by access to WASH and health facilities irrespective

of culture, religion, politics and

gender with a good governance system”. Mr. Shah continued by mentioning some of the achievements of PDI, such as:

- Initiation of a youth fellowship/training programme which benefited 25 young women and 35 young men to obtain employment.
- Organised a seminar for 115 women and 25 men on “Inclusion of Women in the Political Process”.
- Organised a seminar on women’s rights regarding land in which 120 women and 20 men were educated about the rights of women to land in both the Constitution of Pakistan and in Islamic law.
- Increased the awareness of 120 handicapped men and 120 handicapped women regarding voter education.

In terms of the “Capacity Building of Local Grassroots Organisations in Governance, Transparency and Gender Sensitisation” project, Mr. Shah said that despite all their achievements, PDI was lacking in some

critical areas. These areas were regarding a lack of planning or direction of the organisation, weak financial recordkeeping, a lack of women's participation in the organisation, a lack of regular Board of Directors (BoD) meetings and a lack of follow-up mechanism regarding decisions. These weaknesses were addressed after they took part in the project with the following results:

- Three women and one person from a minority group were elected into the BoD of the organisation
- Development of the organisation's three year and annual work plan with budgets
- Development of a resource mobilisation plan for the organisation
- Increase in PDI's membership, i.e. a total of 64 new members were added
- Complete and updated financial records
- Awareness-raising and proposal development for the improvement of minorities' lives
- Increase of trainers in PDI; with the result that these trainers are building capacities of other local NGOs and CBOs in the area

Question and Answer Session

After the presentations, a round of questions and answers took place.

Q. A member from the audience asked the CSO representative from Gwadar district about what they had done for the fishermen in Gwadar; something that was not mentioned in the presentation?

A. The presenter replied that there was a fishermen's network present in Gwadar which is working to officially recognise fishermen as a part of 'labour' and that their CSO was a part of this process. Very recently, he said, a minister in Balochistan Assembly had even passed a resolution to declare that fishermen be recognised as 'labour' so that they could obtain the related benefits. Hence their CSO was actively involved in the process and working at the advocacy level for the rights of fishermen.

Q. Another question was asked from a female member of a LSO, addressed to Mr. Abdullah Shah Ghazi, regarding whether two people from the same household could be presidents of COs in the same area? This question was asked in relation to what Mr. Ghazi had mentioned in his presentation, regarding him and his wife being presidents of the male and female CO in their area.

A. Mr. Ghazi replied that were not forcefully acting as presidents but rather that they had been voted electorally and thus serving the people on their demand.

Q. Another questioner asked the presenters from Balochistan regarding what they had done for the maintenance of law and order and peace in a region that has become a conflict-ridden area.

A. The representative from Gwadar replied that they were situated next to the Iranian border, some 11,000km from the provincial capital. He said that there were other people better suited towards solving this problem but that any work towards peace and stability would be supported by their CSO.



Participant asking a question in the Q&A session

Address by Mr. Shoaib Sultan Khan, Chairman RSPN

After the discussion, Mr. Shoaib Sultan Khan, Chairman RSPN was invited on stage to say a few words.



Mr. Khan, RSPN speaking at the Convention

He began by thanking Mr. Abdullah Shah Ghazi and the audience for offering condolences for his deceased wife. He then proceeded to talk about his journey, stating that the coming 13th July, would mark 60 years of him working - starting off by a mere lectureship in a college in Swat. He said he was lucky to have met Dr. Akhter Hameed Khan in

East Pakistan (implementer of the Comilla project and who later on became his mentor), who taught him the basic philosophy - the lesson of how to actually help the poor if one had the will to do so; something that Mr. Khan himself observed: "If the people themselves were not interested in becoming

organised or if they were not able to recognise the loyal and dedicated individuals amongst themselves, then that organisation will fail to succeed". He said that the 300,000 community organisations fostered by the Rural Support Programmes were run today by those dedicated men and women only. In line with Dr. Akhter Hameed Khan, he termed these individuals as 'gems', who were responsible for the smooth running of these organisations. He said the fact that the reach of LSOs was till the household level, is a prime distinction between LSOs and other civil society organisations. He said something similar was done and accepted by the Indian Government in a programme in Andhra Pradesh where he recently took development workers from RSPN and the RSPs. He acknowledged Mr. Vijay Kumar, who was aligned with the programme in India and who was also present at the Convention.

Mr. Shoaib Sultan Khan then expressed his disappointment at the Pakistani Government for not supporting them like the Indian Government. Citing an example from his own experiences, he demonstrated the importance of government support - it took him 12 years to mobilise 1,000,000 people in the Aga Khan Rural Support Programme's (AKRSP) areas, while in Andhra Pradesh, with the help of the Indian Government, it took them 10 years to train 10,000,000 people. He said he was still dreaming of a day when the Pakistani Government would support them so that they could achieve the same; as it was obvious that the members of LSOs had proven what capabilities they possessed. In the end, he said he could be famous in the world, but the reality was that he owed his fame to all the people sitting in the hall and that he will always be grateful to them for their efforts and for reaching an approximate 10,000,000 households today. He expressed his faith in them to bring peace and development to the country because they had demonstrated that if peace had to come to the country, this was the only way it could come. He then acknowledged Mr. Vijay Kumar's presence again and asked him to come on stage to say a few words.

Address by Mr. Vijay Kumar (IAS) – Joint Secretary SGSY & Mission Director, National Rural Livelihood Mission, Ministry of Rural Development, Government of India

Mr. Vijay Kumar (IAS) – Joint Secretary SGSY & Mission Director, National Rural Livelihood Mission, Ministry of Rural Development, Government of India said he was privileged to be at the event that was celebrating the 30 years of the RSP movement. He said that people in Andhra Pradesh used to get surprised when they heard of such good work taking place in Pakistan. However, when his senior Mr. Koppula Raju and his peers visited Pakistan in 1995, Mr. Shoaib Sultan Khan demonstrated to them the valuable work that was taking place here. Having seen the programme, they went back and adopted a

similar philosophy of “in eradicating poverty, it was the poor themselves who could do it best, owing to the capability that these masses possess”. With the guidance and support of Mr. Shoaib Sultan Khan, they successfully started work in three districts of Andhra Pradesh, India.

After the success of this programme, he said that Mr. Raju decided to implement this programme in the entire region. For this, the State Government took a loan from the World Bank; at which point he joined the initiative in 2000. He said Mr. Khan kept coming in, offering his support and guidance and more than that,



Mr. Kumar addressing participants at the Convention

he continued inspiring them to believe that poverty is not inter-generational and in fact has the potential to be minimised on a large scale. He mentioned the support from the State Government of India and the Opposition Party and said that they gave them full financial support and backing in order



Shields being distributed to presenters

to win the hearts of the poor. They introduced the rights-based programme that included the right to education, right to knowledge, right to rural health mission, that later became an article of faith in the Indian Government. They realised that the country can only benefit if the poor actually develop. In

2010, the Indian Cabinet even decided to implement this programme across the whole of India and promised them full financial and planning support. He further said whenever he and Mr. Raju disagreed, it was Mr. Shoaib Sultan Khan who acted as the intermediary and offered them his guidance. In the end, he received a standing ovation, when he again thanked everyone and said that he was privileged to be at the ceremony to be celebrating his 'Guru', Mr. Shoaib Sultan Khan's success.

At the end of this first half of the day, shields were distributed to the presenting LSOs and CSOs of the “Capacity Building of Local Grassroots Organisations in Governance, Transparency and Gender Sensitisation” project.

Book Launch of ‘Man in the Hat: The story of Shoaib Sultan Khan and the rural poor of South Asia’

The third session commenced with the recitation of the Holy Quran. Next, Ms. Shandana Khan, CEO RSPN was invited for her welcoming remarks.

Welcome Address

Having welcomed all the guests which included Ambassadors, High Commissioners, various federal and provincial government representatives, friends from political parties, donors and community members, Ms. Shandana Khan thanked Dr. Ishrat Husain, the Chief Guest of the book launch of “Man in the Hat: The story of Shoaib Sultan Khan and the rural poor of South Asia”; a great supporter of the RSPs,



CEO RSPN delivering her welcome address

even though he had not directly been a part of the RSP movement. Ms. Khan went on to explain the rationale behind the book's name: 'Man in the Hat' was the term, by which the villagers in the Northern Areas of Pakistan (which included Gilgit, Baltistan and Chitral) used to recognise Mr. Shoaib Sultan Khan, while the rest knew him as SSK. She termed the book as 'a sea and a storm of personal ups and downs and professional glory and successes'. She mentioned great markers like Dr. Akhter Hameed Khan and the Aga Khan who entered Mr. Shoaib Sultan Khan's life and changed it forever. The most memorable parts of the book however, according to Ms. Shandana Khan were 'where his conviction drives him on, despite so many difficulties and enormous personal losses'. She ended her address by inviting Mr. Fayyaz Baqir, Director Akhter Hameed Khan Resource Centre (AHKRC) to introduce the book.

Introduction to the Book

Mr. Fayyaz Baqir, Director Akhter Hameed Khan Resource Centre (AHKRC) began his address by explaining the difference between Mr. Shoaib Sultan Khan's old autobiography and this new book and



Mr. Baqir, Executive Director AHKRC introducing the book

said that the former was about rural development, while the latter was more to do with Mr. Shoaib Sultan Khan himself. This book, he said, portrayed the various depictions of Mr. Shoaib Sultan Khan, i.e. a romantic guy, a family man and a civil servant and termed the book as 'magical realism'. Mr. Baqir then went on to explain the publishing side of the book and narrated how Mr.

Noel Cossins, the author had travelled the world to interview people, with whom Mr. Khan had interacted at some point in time, in order to find out more about Mr. Khan's life. In 2009, Mr. Cossins came up with the first draft after two years. The publisher however told them to reduce this 700 page book to 350 pages, so they hired a professional editor to accomplish this. After the job was done, people gave their recommendations; after which the book once again came to 700 pages.

Remarks by the Author

The introduction to the book was followed by remarks by the author, Mr. Noel Cossins. He started off by declaring that it was a very special day indeed, because they were not only celebrating the 30th anniversary of the RSP movement, but also rejoicing in the inspirational life of the man who was actually responsible for all these achievements, i.e. the



Man in the Hat. He said it took him four long years to write the book; he thanked his friends who gave all their time in the making of the book, and especially thanked Felicity, his wife, who was also present on the occasion. He said that the book should make us all think about a simple realisation, “the fallibilities, we are all capable of, the heights that can be scaled, and the seemingly bottomless troughs that we can climb out of, if only we believe in ourselves and the value of what we want to achieve” . He further said he wanted the readers to be left with three ideas, after reading his book and he concluded with these ideas:

- The power of One – though the RSP movement was all about the power of many as demonstrated in different regions of Pakistan, but in retrospect, it started with the power of one, Mr. Shoaib Sultan Khan himself, who was able to light the fire and activate people into believing that they can really do the impossible.
- The Power of Love- if you trust somebody, they will be trustworthy. People who are not conscious of their own self-importance and people who can be humble like Mr. Shoaib Sultan Khan understand this concept. Mr. Cossins also mentioned, Mussarat, Mr. Khan’s wife, who was always with him in spirit, always spurring him on to do the right thing and help the poor.
- The Power of Achievement - to build on the achievements of predecessors, and stand on the shoulders of giants, just like Mr. Shoaib Sultan Khan had stood on the shoulders of his mentor, Dr. Akhter Hameed Khan. Mr. Cossins remarked that today Mr. Khan himself had become a giant on his own and that his shoulders were ready for people who were willing to step up. He said that Mr. Khan wished the same.

Impressions on the Book

Dr. Amjad Saqib – Executive Director, Akhuwat

Next Dr. Amjad Saqib was invited on stage to offer his comments about the book. His speech was based on poetry, commending the book, its author and of course the subject of the book, Mr. Khan himself. He began by saying that good books are not less than a blessing and recited Faiz’s poetry to demonstrate how this book was a rarity in today’s unkind world. He said that from Punjab to Sindh to Balochistan to other provinces and now even Sri Lanka, India, Bangladesh, and Nepal, Mr. Shoaib Sultan Khan’s philosophy had brought development to the entire South Asia. The *Man in the Hat*, he said, was a depiction of Mr. Shoaib Sultan Khan’s struggle to eradicate poverty in the region along with his

personal life that was a mixture of dreams, aspirations, dedication, success, disappointments, failings and personal losses. His message was that of love and struggle, and not of any personal fame or greed - "the main aspiration was to remove the stain of poverty from the faces of the poor somehow, poor who don't beg, but merely ask for their right", said Dr. Saqib. He proceeded on to say that Mr. Shoaib Sultan Khan has



always been a staunch believer of the power of the poor, yet he had also maintained that the poor cannot do anything alone. He has also upheld that in this entire struggle, government has to be taken along side by side.

The speaker went to say that Mr. Shoaib Sultan Khan spent a major part of his life in the high peaks of Chitral, Baltistan and Gilgit, and later God was kind enough to grant him fame of the same heights – a persona that conquered the hearts of the people. Dr. Saqib then shared his affiliation with Mr. Shoaib Sultan Khan and said how after listening to his views, he realised that there exists no bigger disease than



Guests at the book launch

poverty. He received applause from the crowd, when he talked about his institute, Akhuwat, which was established with the support of Mr. Shoaib Sultan Khan, and which now has become the largest institution in the world to offer loans without interest. According to the speaker, the uniqueness of the book owed to the fact that the

book did not revolve around one person, rather it revolved around a philosophy – a philosophy that aimed to bring a change in this current corrupt system. Lastly, he commended Mr. Noel Cossins, who

despite being foreign to our ways, made the great and hard effort to understand our system and who did not depict Mr. Khan as God but portrayed him as an ordinary man – a man who loves and hates, who wipes tears, yet cries himself too, who falls, yet grasps the hands of the falling.

Mr. Ejaz Rahim, Ex-Cabinet Secretary of Pakistan

Next Mr. Ejaz Rahim was invited to present his views on the book. He started off by sharing a prayer made by the Prophet Moses for knowledge, the gist of which was that it was a prayer asking God for the power and the gift to persuade other people to change and transform themselves and release themselves from the bondage of slavery and poverty. He said that this was a book about leadership, "...

we all understand the state of our state, and the state of our society, and therefore a small still voice tells us that there is relevance and the kind of leadership that is the subject of the book". He continued by stating that today if we look at the movement in present day economics and good governance stories- two things stand out – the centrality of the question of



Mr. Rahim sharing his observations of the book

equity and justice, and secondly that justice remains hanging in the air unless it is added with "institutionality" and this is precisely what the book talks about. He took names of renowned professors; including that of Dr. Ishrat Husain's who had made the same claim. The speaker received applause from the crowd when he said that people use many definitions of democracy but according to him, 'democracy is actually acquiring the power electorally but returning it to the people institutionally', something the book has also portrayed.

Further he also said that the book critically measures Mr. Shoaib Sultan Khan not only by the fact that there is personal charisma of Mr. Khan involved in the development process, but also by how much of himself he leaves behind in the institutions. He then briefly explained the art and craft of the book and praised Mr. Noel Cossins for the masterly craft involved in the multiplicity of perspective, which the author has created around different incidents. The author has allowed the reader the freedom to form an opinion, whereas the moral vision remains the same throughout – the dimension of leadership to enhance equity and dignity of human beings.

Mr. Rahim declared two heroes in the book, the first Mr. Khan, and the other, the cause to which he devoted his entire life. He praised Mr. Cossins by saying that he had actually created something of a masterpiece in literature. He continued by saying that this book was most important for the policy cadres and managers and especially the youth of Pakistan and affirmed the message for them – “the will



Guests at the event

should fashion environment; the environment should not be allowed to fashion the human will”. Amidst applause, he concluded, “This is not only a book about a man in the hat, because this is a book about the head in the hat, and this is a book about the heart in the man, and therefore the head; the heart and the hat come together and make up Shoaib Sultan Khan, and I want to thank Mr. Noel Cossins for presenting him in that manner”.

Message from Mr. Koppula Raju – Additional Secretary, National Advisory Council, Government of India

The guests were informed that Mr. Koppula Raju was supposed to come and participate in the event but unfortunately could not do so at the last minute. However, Mr. Raju had sent a message² about the book from India. The message was read out to the guests, which detailed his tribute to Mr. Shoaib

² Please see Annex 2 for Mr. Koppula Raju’s message

Sultan Khan, who had been a constant source of guidance and inspiration for Mr. Raju. The message continued by mentioning the fact that this inspiration was what led Mr. Raju to later establish a similar network to eradicate poverty in many parts of India; based on Mr. Shoaib Sultan Khan's philosophy.

Views by Mr. T. Vijay Kumar (IAS) – Joint Secretary SGSY & Mission Director, National Rural Livelihood Mission, Ministry of Rural Development, Government of India

To continue and carry on the good words by the Government of India, next came Mr. T. Vijay Kumar (IAS), who especially flew in from India for this event. After thanking everyone in the hall, the speaker³ said he was privileged to be here at the great event celebrating the 30 years of RSP movement and its great leader Mr. Shoaib Sultan Khan. He briefly read out a letter from his Minister, Mr. Jairam Ramesh, a friend of Mr. Shoaib Sultan Khan, who praised Mr. Khan and said that India's Bank linked up with the women's self-help movement had greatly benefitted from constant advice, suggestions and support from Mr. Shoaib Sultan Khan. The speaker shared his affiliation with Mr. Khan, which started in 2000. He said that when you see Mr. Shoaib Sultan Khan in action in the villages and see him bond with the poorest, you realise that the word



Mr. Kumar speaking at the book launch

great is an understatement. He proceeded to tell the guests about the achievements of the programme implemented in India that actually began and later flourished with the guidance of Mr. Shoaib Sultan Khan. He concluded by wishing Mr. Khan many more successful decades of work and thanked everyone again for having him over in Pakistan.

³ Please see Annex 3 for Mr. T. Vijay Kumar's speech

Observation of the Chief Guest - Dr. Ishrat Husain – Ex-Governor, State Bank of Pakistan

Dr. Ishrat Husain, the Chief Guest of the event proceeded on to share his insight on the book. He declared Mr. Shoaib Sultan Khan as an inspiration for his personal and professional life. He had the privilege to learn micro finance from Mr. Khan at AKRSP, and had the chance to regulate it when he became the Governor of the State Bank of Pakistan. He further said, eventually, Pakistan became the first country in the world to introduce the regulation of micro finance, which is now being copied almost everywhere in the world - all due to Mr. Shoaib Sultan Khan who made him believe that this was the only effective way to alleviate poverty. Regarding the book, he congratulated Mr.



Noel Cossins and termed the [The Chief Guest of the book launch, Dr. Husain, addressing the guests at the event](#) book as “a completely unorthodox book, with multiple narratives...” from his personal biography to a substantive history of the area or the project, Mr. Shoaib Sultan Khan was involved in - to an analytical history of the dynamic changes taking place inside the organisation, along with reflections of what lessons could be learnt - all expressed, uninterrupted in the same chapter, keeping the interest of the reader alive.

He said he learnt several lessons from the book. First of all, that social change is a very slow and a gradual process; do not expect miracles to happen overnight; persist, persevere even in the face of adversity from family, colleagues, bosses or your leaders, Dr. Husain stated. The book portrayed the same about Mr. Shoaib Sultan Khan who went beyond the adversities and took the movement to 30 years from a small project in a small village. The second lesson that he learnt from the book was to have faith in the poor, who are the best judge of what they can do and what is best for them instead of pre-ordained top-down plans imposed on them. However, the support for their mobilisation is a necessary feature of such programmes. Next, he said, Mr. Shoaib Sultan Khan has taught them to work with the Government and not against it, and it has been proved that this is the only viable and sustainable

conclusion to development. He also mentioned the need for the devolution of the local government, so that a district system of governance could be created. He received applause from the crowd when he concluded by saying, "I wish this country has not one, but at least a hundred Shoaib Sultan Khans".

Vote of Thanks by Mr. Shoaib Sultan Khan – Chairman RSPN

In the end, the man himself, Mr. Shoaib Sultan Khan was invited on stage to offer a vote of thanks⁴. He said he was absolutely overwhelmed and had no more words to say, since everything had been said by the book and friends on the stage. He said after reading Mr. Cossin's book, he came to know many



Mr. Shoaib Sultan Khan, Chairman RSPN, speaking at the book launch

things about himself, especially what his wife and children thought of him. Mr. Khan said he could never be able to express gratitude to the author and his wife. "It simply amazes me, how anyone could put so much passion, love and affection in writing someone else's life history, without

asking for any monetary compensation". He continued that except in Tolstoy's words – "the only certain happiness in life is when you live with others", and that this is what Noel and Felicity had done for himself and his wife, Musarrat who had passed away very recently. He also expressed his gratitude to Ms. Shandana Khan, the person who encouraged and obtained funds which enabled Mr. Cossins to travel half the world to countries like India, Thailand, Pakistan, and England to collect material for the book. Moreover, it was Mr. Najam Sethi who accepted Mr. Fayyaz Baqir's request to publish the book; hence Mr. Khan was also grateful to him and his wife. He thanked people who contributed to the preface of the book. Most importantly, he expressed high regard above all to his mentor, Dr. Akhter Hameed Khan, and said all he ever did was what he learnt from his mentor and supporter. Mr. Khan also thanked His Highness the Aga Khan, the United Nations Development Programme (UNDP), the successive federal, provincial and Gilgit-Baltistan Governments in Pakistan, the Indian Union and State governments, the Rajiv Gandhi Trust, Mr. Raju and his right hand man, Mr. Vijay Kumar, and most significantly the various members of the RSPN, i.e. the RSPs. Mr. Khan also recognised RSPN, the RSPs

⁴ Please see Annex 4 for Mr. Shoaib Sultan Khan's speech

and Mr. Fayyaz Baqir for their sustained hard work in pulling off such a successful event and said that he was greatly indebted to them.

Regarding the speakers who gave their impressions on the book, Mr. Khan said that their kind words were a reflection of their qualities of magnanimity and affection and the regard that they hold for him and said it was humbling for him to have such good well-wishers. He also expressed his gratitude to Mr. Sartaj Aziz for being an ardent supporter throughout, and who was supposed to be the Chief Guest for the book launch but could not make it due to his



Mr. Khan speaking to guests at the book launch

commitments. He referred to a question asked from Mr. Sartaj Aziz by the author (mentioned in the book), as to “why the miracle of AKRSP did not spread like wildfire throughout the country?”. Mr. Khan quoted from the book “On this one last point, Sartaj Aziz is adamant - the failure is not Shoaib’s, it is the failure of the nation state of Pakistan to truly serve its people”.

Mr. Khan said that “No one could have given me a higher compliment”.

Mr. Khan ended by saying that it was a very emotional moment for him as all his family members and friends had travelled from Europe to Pakistan to be here with him today. He received a standing ovation when he stated, “I wish Musarrat (his wife) was alive and also here today”.

The event concluded with a shield distribution ceremony for the speakers followed by a book-signing session by the author, Mr. Noel Cossins.



Annexure

Annex 1: Speech of Mr. Berend de Groot, Head of Cooperation, European Union Delegation to Pakistan

Ladies and Gentlemen

I am honoured to speak to this audience of elected office bearers representing the growing numbers of Local Support Organisations in Pakistan.

I am honoured to speak to a group of distinguished Pakistani Citizens who by virtue of their insight and personal motivation to advance society and reduce poverty, have been giving leadership to the 'RSP movement'. Many of you are inspired by Shoaib Sultan Khan as one of the principal pioneers of 'bottom-up' approaches in rural development in Pakistan and well beyond. It is a great privilege not only to have Shoaib with us today but also to share in the celebration of the release of the book recounting Shoaib's lifetime experience.

As board members, CEOs, programme managers, social mobilisers, engineers, accountants, office bearers of LSOs, you carried on building on these experiences and made them in what is today a country wide outreach of a continuously evolving model of social mobilisation promoting and strengthening the emergence of an autonomous membership based local civil society. A unique phenomenon rarely seen at this scale anywhere else in the developing world.

The EU in its partnership with Pakistan, is cognisant of the achievements and potential of the RSP movement. Several activities in different RSPs have been funded by the EU over last two decades. Much of this was focussing delivery of specific activities in a conventional project mode that takes social mobilisation as a means of delivery. More recently, however, we have been seeking to align our support to your basic concept of social mobilisation as the principal objective of a programme. The delivery of activities becomes subject in support of that objective.

While targeting Khyber Pakhtunkhwa and Balochistan provinces as part of our overall EU country programme, we were highly impressed by the way the Sarhad Rural Support Programme and the Balochistan Rural Support Programme have been able in pursuing their social mobilisation and

strengthening of the CO – VO – LSO concept combining different types of funding including the delivery of humanitarian assistance.

The Bacha Khan Poverty Alleviation Programme funded by the Government of Khyber Pakhtunkhwa and implemented by SRSP, strongly inspired the new EU supported Programme of Economic Advancement and Community Empowerment or better known as PEACE Malakand. This 40 MEUR or 5.2 billion rupees programme seeks to enhance social mobilisation and community investments in 100 Union Councils in the Malakand Division to improve basic public services and economic activities and create a strong constituency of village and local support organisations that can pursue their demands for development.

Expanding and enhancing the PEACE programme, the EU and DFID are supporting the Government of Khyber Pakhtunkhwa in developing a district based mechanism to secure a regular flow of funding for community led initiatives. The Community Driven Local Development Governance Framework recently adopted by the Government of Khyber Pakhtunkhwa implies for the first time a formal recognition of community based organisations as development partners that can receive directly funds from the Government.

The EU is making available 80 MEUR or 10.4 billion rupees during next 4 years that should enable the provincial government to implement such funding in the Malakand Division. This also includes additional assistance for social mobilisation in the remaining Union Councils not covered by PEACE as also technical assistance for the district administration to reform and improve their capacity in managing community driven initiatives. The government indicated and as confirmed from the new budget, that it will gradually increase from its own sources this type of funding, which ideally should secure over the next few years a significant annual development budget per Union Council in the order of 4-8 million rupees.

As the newly elected Government in Khyber Pakhtunkhwa is defining its development programme, impressions are that it may want to accelerate this sort of financing mechanisms promoting local initiatives at district level. The Local Governance Act is expected to be modified and adjusted accordingly. Given the ongoing debate and transition it is this moment not possible to elaborate further on this and I would like to refrain from speculating on any consequences in relation to our specific programmes in Khyber Pakhtunkhwa. Notwithstanding that it brings me to my final point I like to deliberate briefly: the linkage between civil society based local development and emerging structures of local governance.

For the EU community driven local development and local governance are two sides of the same coin. Centrally-led, top-down development policies and programmes cannot alone succeed in addressing the complexities of sustainable development and fighting poverty. Public and private actors have their roles to play especially at local level.

A recent EU policy document 'Empowering Local Authorities in partner countries for enhanced governance and more effective development outcomes' states:

Stakeholder partnerships and dialogue mechanisms, made up of representatives of Local Authorities, other actors operating locally and citizens, should be encouraged at local level, as a way to engage in dialogue with relevant central authorities to ensure their needs and concerns are known and taken into account.

It goes further:

A territorial approach to development should be promoted. ...characterised as a dynamic bottom-up and long-term process based on a multi-actor and multi-sector approach, in which different local institutions and actors work together to define priorities and plan and implement development strategies.

And:

... the EU should invest in capacity development activities to ensure that Local Authorities, particularly in remote areas with limited capabilities and resources, are able to lead the development of their territories in cooperation with other local actors.

In the Pakistan context villages, Union Councils and Districts provide for the territorial context, involving community and village organisations federated into local support organisations at the UC level. Some first attempts have been made in networking LSOs in Tehsils and Districts. Regular interactions between office bearers of CO/VOs and LSOs and Government officials at tehsil and district level do take place, partly structured through interventions by the RSPs, partly directly. Also parliamentarians are occasionally approached to seek their interventions at political level or to obtain a contribution from their constituency budgets.

Re-establishment of the Local Governance structures including local elections, will require a profound reflection on the positioning of the existing community based organisations, many of them RSP associated. The difference with 2001 is that now 12 years later there are far more of such structures and

with several of them also being better organised. In many ways these organisations have been emulating local governance and therefore should be seen as an opportunity to reinforce the outreach of the new structures. It is likely that a good number of to be elected local councillors will have experience as office bearers in community based organisations. Whereas this may facilitate communication with the elected bodies, a more structured and generally applicable approach is required if to be able to utilise what has already been achieved so far.

The EU in Pakistan stands ready to continue working with the RSPs and the Government to develop and seek an optimal integration of the roles of community based organisations and the new local governance structures.

To conclude I express my best wishes to the Rural Support Programme Network, its member organisations and its highly engaged and dedicated staffs.

Offices bearers of the LSOs I congratulate you with the achievements you have made with your communities. To quote Shoaib: 'whatever the community can do or was willing to do was the programme limit'. As a donor we fully subscribe to that aspiration.

Thank you for your attention.

Annex 2: Message from Mr. Koppula Raju, Additional Secretary, National Advisory Council, Government of India

“Man in the Hat”, the story of Shoaib Sultan Khan and the rural poor of South Asia written by Noel Cossins is indeed an inspiring story of millions of the poor of South Asia, in whose lives Shoaib Sahib brought an amazing transformation. I regret that I am not able to be present at the function for launching the Book.

It has been a privilege for me to have known Shoaib Sahib since 1996. I could internalize the power of social mobilization and community empowerment, by studying his work in South Asia and also by working directly under his guidance in South Asia Poverty Alleviation Program (SAPAP) in Andhra Pradesh in India. Myself and my colleague Vijay Kumar worked relentlessly with the poor in Andhra Pradesh in India and demonstrated among ten million poor households, how potential within the poor can be harnessed by organizing them and facilitating them to participate in their organizations. Shoaib Sahib has always been with us, guiding us and the rural communities in this endeavor. Vijay Kumar is now busy taking these lessons to all the states of India through National Rural Livelihood Mission, which he is heading.

The Book, ‘Man in the Hat’ will undoubtedly inspire many development professionals working for the poor across the Globe. The Book is a sincere tribute to Shoaib Sahib’s indomitable spirit and determination to free this world from Poverty.

K. Raju
Additional Secretary
National Advisory Council
Government of India
New Delhi

Annex 3: Speech of Mr. T. Vijay Kumar (IAS) – Joint Secretary SGSY & Mission Director, National Rural Livelihood Mission, Ministry of Rural Development, Government of India

Good afternoon!

Respected Shoaib Sultan Khan, Dr. Ishrat Husain, Chief Guest of this function, Mr. Noel Cossins, Mr. Ejaz Rahim, Dr. Amjad Saqib, Mr. Fayyaz Baqir, Ms. Shandana Khan, family members of Shoaib Sultan Khan, Friends from RSPN, other RSPs and most importantly the LSO members from all over Pakistan, other NGOs and donor organizations.

Ladies and Gentlemen, greetings from India and really it's a privilege to be here and it's really a great honour having known Shoaib Sahib and great honour for everybody but I'm particularly privileged because of his guidance for our work.

I also take the opportunity to compliment all the RSPs on their thirtieth year of celebration and what I just heard from village members of the people, it is something to be proud of. Thirtieth is a great landmark.

Shoaib Sultan Khan has a very good friend with our Minister Mr. Jairam Ramesh, our Minister of Rural Development, who was supposed to come here. With your permission I would like to read out a message which our Minister has sent for this occasion. It is addressed to Mr. Sartaj Aziz; it says:

Dear Mr Aziz,

I just received your invitation to visit Islamabad. It is a great privilege for me to be present at the launch of Noel Cossins's book 'Man in the Hat'.

Shri Shoaib Sultan Khan is a source of great inspiration to all of us and I have many fond memories of my meetings with him. He has a most remarkable personality and India's bank linked women self-help movement has benefitted enormously from his advice and suggestion over the last two decades.

I am sorry that I am unable to accept the invitation because of many engagements here but I do hope that we would be able to renew our friendship in not too distant future.

Mr Jairam Ramesh

Actually in the book, we occupied the last forty fifty pages, so I would like Noel Cossins to write a second book, which shouldn't be less than thousand pages about Shoaib Sahib's association with India. So that's my complaint with the author and also a very delicate hint that he should do something about it. I met Shoaib Sahib in the year 2000, there was a lot of excitement before he came and Mr. Raju told me that you are going to meet a great man and it's really a great honour that he will come and spend a week with us.

That is when we had launched the skills program under the government of Andhra Pradesh. So I met Shoaib Sahib and I was wondering what had Raju said that he was a great man but he looks such a simple man but really the greatness came from his passion, from his art that childlike enthusiasm, the great concern that all of us should be working together to remove the greatest scourge; that this scourge is of poverty and when you see human beings in the villages.

The kind of bonding he is able to establish with the poorest and that's when you feel the word great is under statement, so it's my privilege to have known Shoaib Sahib and he came and visited us many times and each visit has been very important in two ways. In energizing us, recharging our battery so we speak and also where we had some issues which required advice and had no clue to look at different ways of resolving issues. His visits have been very fruitful and I think for the program in India, we are running now the national programme, the direct connection is the implementation of UNDP (South Asia Poverty Alleviation Programme (SAPAP) and Shoaib Sahib has played such a critical role not only in the formulation of that SAPAP project but continuous implementation of that project.

We are fortunate that Mr. Raju as a National Project Coordinator of the SAPAP project brought the entire team to Pakistan to see for themselves and to develop their commitment that indeed the power of poor is a reality and to unleash this power is the work of the support organization. Mr. Raju and his colleagues who came here and saw for themselves the power of this idea and the fact that this can be done.

In addition the visit of our senior officers, the Chief Secretary of our State, before we signed up the World Bank loan was to watch institutional arrangements. What should be the institutional arrangements for implementing such programs? There was lot of debates within the State as to what should be done. The World Bank was formulating its District Poverty Initiatives project from 1995 onwards. So it's only in 1998-99 with the success of SAPAP that the World Bank was able to develop this conviction that there's need to set up an autonomous organisation. There's a need for the organisation

to be at an arm's length from the government and need to be staffed by people who are sensitive to the poor. It's a very difficult combination and I really would like to mention about inspirational leadership and institutional leadership. I think somewhere hand in hand that is how you combine the two. It's not a science and I remember Shoaib Sahib saying that development is about the people. So the right people count, and it can't be a bureaucratic exercise. You all know we have invested heavily in both countries and in entire South Asia; so why should we have poverty here?

I think just as important was the implementation of SAPAP project was the State government taking necessary lessons from that and very appropriate architecture also played a very important role and Shoaib Sahib played a very important role in convincing World Bank and also the State government which led to the setting up of the Society for Elimination of Rural Poverty (SERP) programme.

Whenever Shoaib Sahib came, all of us Project Directors and the field staff met him before his return and he told them what he saw in the field. What is good in field and what are the things which are not good in field and what needs to be changed. This helped us to do a lot of brainstorming and take collective action because the institutional form should be fluid and that is where it is different from government structures, so again a right balance is required and therefore I would say that successful architecture requires the support structure to be dynamic and sensitive and that's something which we learned through our experience and advice of Shoaib Sahib.

I do remember that I had faced a dilemma when Mr. Raju and the State government wanted to expand the programme from six districts to the remaining districts of the State, of which are twenty two districts. I thought that we should do quality work and was not in favour of scaling it up but Mr. Raju felt that it's an opportunity we should not lose. We put up this issue to Shoaib Sahib. Shoaib Sahib favoured Mr. Raju and we ended up covering the whole State but he did give an advice saying that you have to select good project directors and mentor them and it's not that you have to do this, you have to make them do this. It's not that difficult, it's a question of having chosen the right kind of people and believing in them, but one outcome of that which actually turned out to be very good for us because our Chief Minister was saying that you must do it quickly and we didn't want to compromise on quality. As we say that need is the mother of invention so the community resource person (CRP) idea, the diamonds of the community, emerged. How do we give them higher responsibility, how do we make them key drivers of the project? As the pressure came that we must do it quickly but our desire is to do it well so both were resolved in a very unusual way. When Shoaib Sahib said that it cannot be scaled up like as in the past

with staff, CRPs must do the scaling up. CRPs are people who have experienced transformation in their own lives and families.

The foundation for the community resource person (CRP) strategy which led to scaling up is actually because of a particular situation. Then we realized that it's so good we should only be doing it and then it is our faith in unlimited potential of the community drives us to turn our belief into conviction. The greatest practitioner of this is Shoaib Sahib. It is just not a theory; it actually is this kind of belief which is actually making this program more sustaining.

The last comment which was made was institutionalization, I think Sir we need to find different solutions and you are also in the process of finding such solutions and I think the heroes among the poor and the institutions created by the poor are more capable of sustaining institutions and we need multiplicity of institutions of the poor for the poor, so it can't be a single institutional answer.

We are also in the process of grouping and one good thing that happened in Andhra Pradesh was that the State government changed in 2004 as the project was taking off and we needed greater support. The next Chief Minister said that he will provide even more support to the program because he wanted it to be better and as in the morning session, I also mentioned that it is the power of the democracy because the ruling party can take credit for this. The opposition party said that let us come into power, we will do it better and that's what happened in this case. There was no question that next party will say that it is not good, we will do something different. It is the competitive politics, in a much unexpected way, gives the sustainability to the programme.

I think somewhere around 2006 and 2007, Shoaib Sahib said that now my colleagues from Pakistan should come to India and we were so happy that so many people came to India and we had an opportunity of offering "Guru Dakshana" and praying to our Guru and we hoped this also will enable forging of very strong relations between the RSPs and the SERP. I'm personally grateful that so many friends are here and that friendship is very valuable friendship and we have been recipient of warmth of Shoaib Sahib and his friends. I had the most wonderful time and thanks to Shoaib Sahib and other RSPs.

I just want to conclude that the work done in Andhra Pradesh led to change in the national program. The Government of India program which till at that time was sub optimal was changed. Based on the results on ground in Andhra Pradesh, the experts of the Planning Commission of Government of India, while doing the review of the plan, said that Andhra Pradesh model should be the national model and the Minister of Rural Development should also set up an Experts Committee to look at the development in

Andhra Pradesh. In 2010 Government of India restructured antipoverty plan and now it is called the National Rural Livelihoods Mission (NRLM) and Government of India has given mandate to this Mission, to reach out 70,000 villages of the country and to organize 70,000,000 to 100,000,000 poor households into the grassroots organisations of the people for socio-economic development. The government believes that poverty eradication is dependent on fulfilling this necessary condition. Now we build grassroots institutions of the poor as an essential condition for bringing about transformation in society, for making other government programs effective, and for enabling government to ensure that deprivation of the poor is minimized. This mandate of the Ministry has the support from other Ministries and the Planning Commission has given a sum of Indian Rupees 27,000 Crores (US\$ 5.1 Billions) in the Twelfth Five Year Plan. We are not doing it in a hurry; first we want to do it in 10 percent of all the States, to develop models, develop proof of concept and find the 'diamonds in the soil, i.e. CRPs', who will then scale it up. So, this is a huge task. Participation in these 30 years of RSPs celebrations, will also give us more inspiration to do the task in India.

I wish Shoaib Sahib many more decades of this kind of work, and we do not know that how he finds the energy; he surprises all of us! We wish him good health and many more decades of this kind of work. I am grateful to all of you for having invited me here.

Transcribed by:

Rosheena Khan Kiani

Ali Haider

Annex 4: Speech of Mr. Shoaib Sultan Khan, Chairman Rural Support Programmes Network

I have nothing more to say. The Book says it all. In fact I have come to know many things about myself from Noel's book, which I was not aware of especially what my wife and children thought of me.

The Book would never have seen light of the day but for Masood ul Mulk who mistook the script of the book I had written as Fayyaz Baqir's and declared it rubbish and took upon himself the responsibility to get a proper biography written on me and of course he knew the best person to do it and persuaded Noel Cossins to take up this exhausting, tiresome and thankless job. It simply amazes me how could anyone put in so much passion, love and affection in writing someone else's life history without asking for any monetary compensation. How can I ever thank Noel and his lovely wife Felicity enough for what they have done for me except perhaps explain this phenomenon in Tolstoy's words "The only certain happiness in life is when you live for others". This is what Noel and Felicity did for me. Another reason for my eternal gratitude to Noel is the way he wrote about my wife Musarrat, who passed away last February but not before I had read a few chapters to her from the book.

It was Shandana who enthusiastically encouraged Masood with RSPN funds to enable Noel to travel half the world from Australia or maybe three fourths, to collect the material for the Book, most of it through face to face interviews in England, Monaco, India, Pakistan and Thailand.

It was Najam Sethi who accepted Fayyaz Baqir's request to publish the book and the final product is in front of you. I have always held Najam and his lovely wife Jugnu in high regard. This action of theirs has endeared them to me beyond measure. I am again indebted to Shandana and Rashid Bajwa for ordering enough copies of the Book in advance for RSPN and NRSP respectively.

I am most grateful to all those who gave their time to sit down with Noel and patiently tell him what they thought of me. My special thanks are to Mr. Jairam Ramesh, Sir Nicholas Barrington and Asma Jahangir who so kindly contributed to the Preface of the Book. Jairamji's Preface is an acme of kindness, generosity and open mindedness.

Above all I owe a debt of gratitude to my mentor Akhter Hameed Khan, His Highness the Aga Khan and donors who supported AKRSP, the UNDP who asked me to initiate the South Asia Poverty Alleviation Programme (SAPAP), the people of Gilgit-Baltistan and Chitral, the successive Federal, Provincial and Gilgit-Baltistan governments in Pakistan, the Indian Union and State Governments, the Rajiv Gandhi Trust and people of Andhra Pradesh especially K. Raju and his team and I am so glad that Raju's right hand man Vijay Kumar is here who is now implementing the world's largest Poverty Reduction Programme, National Rural Livelihood Mission (NRLM) to pull 70 million households nearly 350 million people out of poverty in India, the Rural Support Programmes in Pakistan and their Chief Executive Officers and their team and their Network, the RSPN and the wonderful volunteer Directors of RSPs/RSPN/IRM/NRSP Bank who made it all possible which became the subject matter of the Book.

I am greatly touched by the response of the guests to the invitation to the Book Launch for gracing the occasion and thank them from the core of my heart.

I am also fully conscious of the sustained hard work put in by the RSPN team in organizing the event and making it such a grand success. I am greatly indebted to them.

I am personally grateful to Fayyaz Baqir who gave hours and hours of his time to get the book printed.

I have no words to thank the speakers Amjad Saqib and Ejaz Rahim who volunteered to give their impressions without my asking and whatever they said is more a reflection of their qualities of magnanimity and the affection and regard in which they hold me. It is all most humbling for me and my good fortune to have such well-wishers and friends.

My special thanks to Vijay Kumar who left Delhi at 5.00 pm and arrived Islamabad next morning at 4.30 am in the morning. My apologies for the inconvenience he had to suffer. I am deeply touched by his kindness and wonderful words about me and the Book.

Dr. Ishrat Husain is a student who found a job for his teacher. Ishrat was responsible for getting the UN consultancy at UN Centre for Regional Development Nagoya, Japan. When Sartaj Aziz rang up day before yesterday that he has been asked by PM to go to Brunei, it was Ishrat who came to my rescue and accepted to be the Chief Guest of the event. I am deeply indebted to him for this kindness.

Mr. Sartaj Aziz has been an ardent supporter of my work since his first visit to AKRSP in 1984 along with late Jamil Nishtar and the prime mover in setting up of the National Rural Support Programme (NRSP) in 1992 and of the Pakistan Poverty Alleviation Fund in 1998. On the last page of the book, Noel's question to Sartaj as to why the miracle of AKRSP did not spread like wildfire throughout the country, I quote Sartaj's reply from the Book Noel writes:


"On this one last point, he is adamant. The failure is not Shoaib's, it is the failure of the nation-state of Pakistan to truly serve its people"

No one could have given me a higher compliment.

This is also an emotional moment for me. My brothers Sohail Sultan, Mahmood Sultan, Adnan and other members of my family and their friends are here. My daughters Roohi, Afshan, Shelley, my son-in-law Tim and my granddaughters Zahra and Ayesha have all travelled from Europe to Pakistan to be with me here today. I wish Musarrat was alive and also here too.

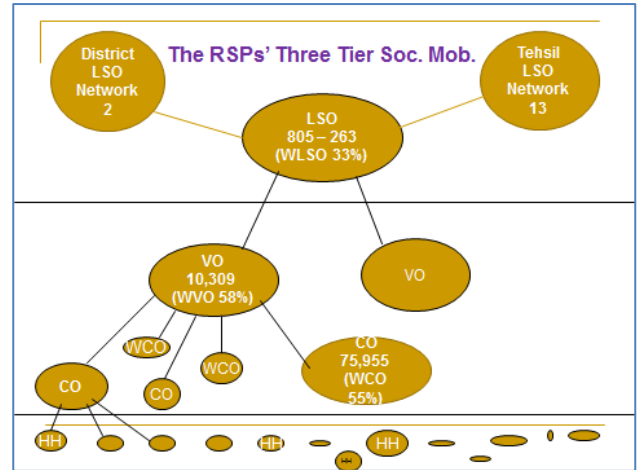
Annex 5: Presentations

Capacity Building of Local Grassroots Organisations in Governance, Transparency and Gender Sensitisation



Capacity Building of Local Grassroots Organisations in Governance, Transparency and Gender Sensitisation

National Convention of LSOs and CSOs
1st July, 2013
Islamabad

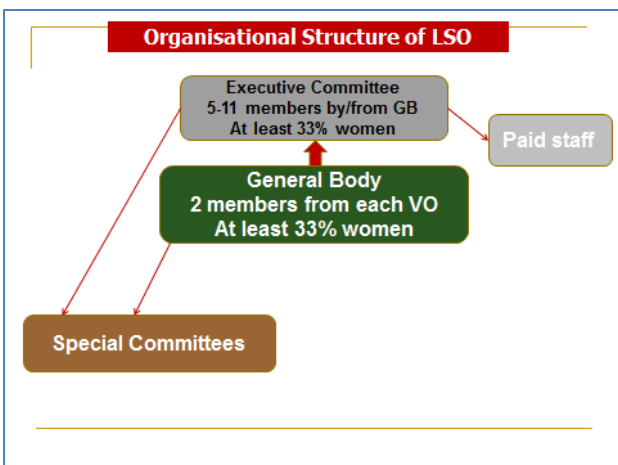


What is Local Support Organisation (LSO)

1. LSO is the apex organisation of VOs and COs at UC level
2. A CO is the participatory organisation of 15-25 households in a sub-village/muhallah
3. Each CO nominates two members to form the VO at village level
4. Each VO nominates two members in the LSO General Body
5. The LSO General Body elects an Executive Committee and office holders to run the day to day matters of the LSO
6. The LSO plans and executes its activities in consultation with its member VOs and COs

Key functions of CO, VO and LSO

- **CO:**
 1. Plan and implement household/ muhallah level activities
 2. Coordination with VO/LSO
- **VO:**
 1. Plan and implement village level activities with COs
 2. Guidance and monitoring of COs
 3. Coordination with CO/LSO
- **LSO:**
 1. Guidance and support to COs and VOs
 2. Plan and implement UC level development activities in close coordination with member VOs/COs plus Local Government
 3. Promote development linkages of community organisations with government, NGO/ CSOs and Market



Introduction to the Project

- **Donor:** European Union
- **Duration:** 18 months
- **Partners:** Aga Khan RSP, National RSP and Sarhad RSP
- **Project Areas:** Chitral, Mardan, Turbat and Mansehra regions
- **Project LSOs/CSOs:** 127 LSOs, 33 CSOs

Region-wise Project LSOs/CSOs

S. No	RSP	Region	LSOs	CSOs	Total
1	AKRSP	Chitral	15	5	20
2	NRSP	Mardan	40	10	50
3		Turbat	52	13	65
4	SRSP	Mansehra	20	5	25
Total			127	33	160

Objectives

Overall Objective:

to contribute to strengthening equitable and sustainable Civil Society Organisations for good governance, transparency and accountability in Pakistan

Specific Objective:

to enhance operational transparency, accountability and capacity of Local Support Organisations (LSOs) and Civil Society Organisations (CSOs) to expand social and economic opportunities for local communities particularly women and the poor.

Results

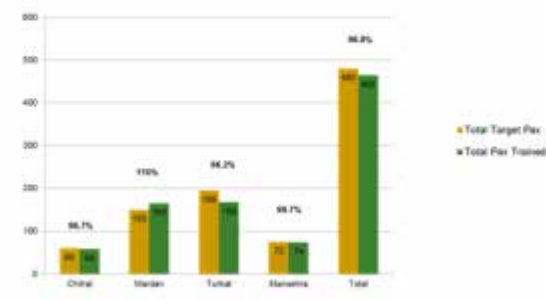
1. Capacities in three RSPs to train office-bearers of LSOs/CSOs in organisational management, gender sensitisation and budgeting, development and resource mobilisation planning and financial record-keeping
2. Project LSOs/CSOs have developed annual work plans with budgets and resource mobilisation plans which have been approved by their General Bodies
3. Project LSOs/CSOs' planning is gender-sensitive and has taken into account the concerns, needs and potentials of the poorest (women and men) and youth

Results...

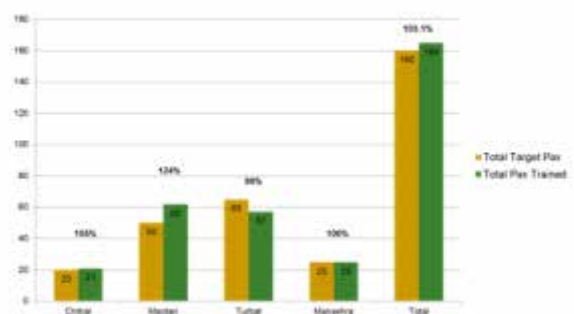
4. Project LSOs/CSOs have knowledge of Local Government budgets and their methodology
5. Project LSOs/CSOs have properly maintained books of accounts and these are presented regularly at the LSOs/CSOs' General Body meetings and made available to all interested stakeholders
6. Project LSOs/CSOs' activities are monitored, re-strengthened in weak areas, evaluated and achievements of projects are disseminated

Achievements

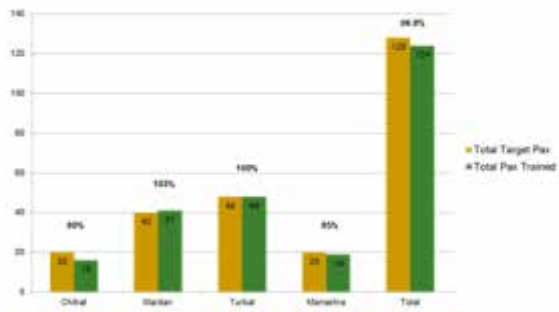
Training 1 (Gender/Development Planning)



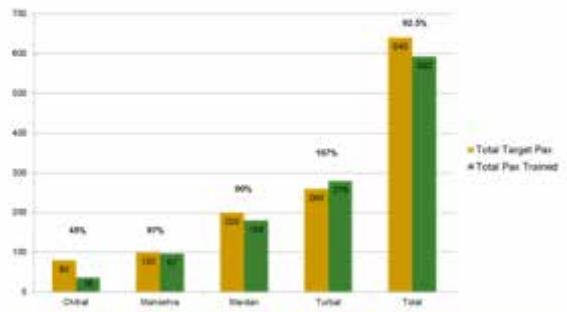
Training 2 (Financial Recordkeeping)



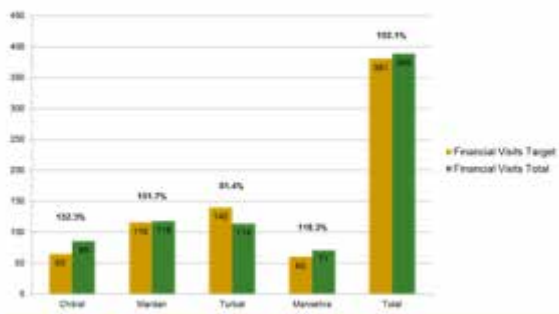
Training 3 (Social Mobilisation for CSOs)



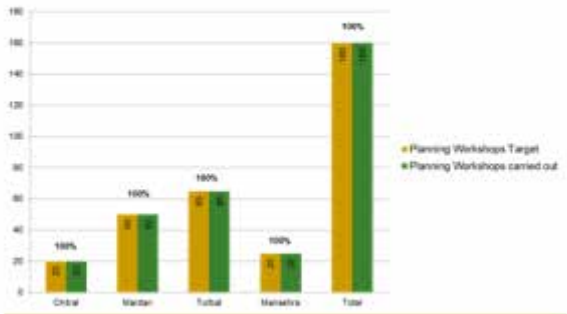
Refresher Training



Financial Recordkeeping Visits



Planning Workshops

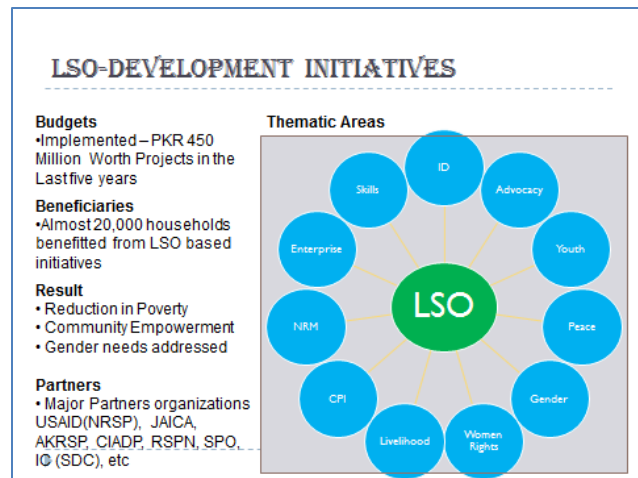
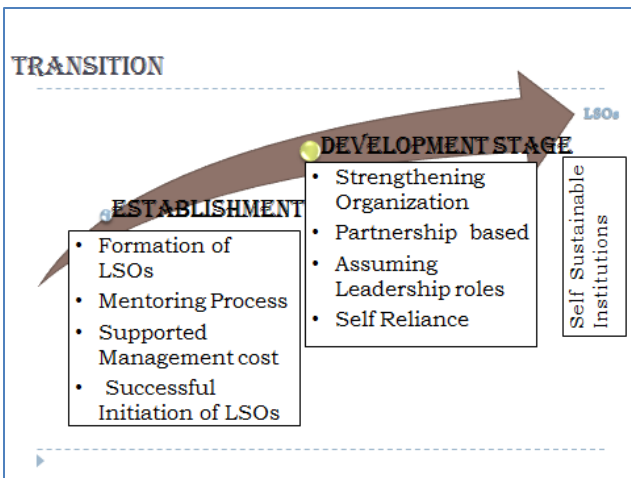
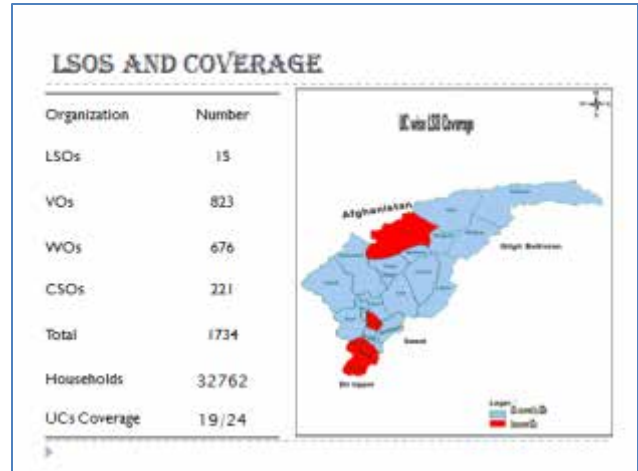


Initial Impacts

- Increased ownership of members over their organisations
- Increased participation (especially of women) in the planning process – from the grassroots
- Realisation and inclusion of gender strategic activities in development plans
- Increased transparency regarding development activities, resources and financial records
- Diversification/ increase of funding sources
- Increase in meaningful contact/linkages with local government officials

Thank You

LSO Koh Integrated Development Programme (KIDP)



LSO - PEACE AND HARMONY

- Located next to war affected areas
- Widely distributed Geographic areas
- Different ethnicities, sects and minorities are living in Chitral

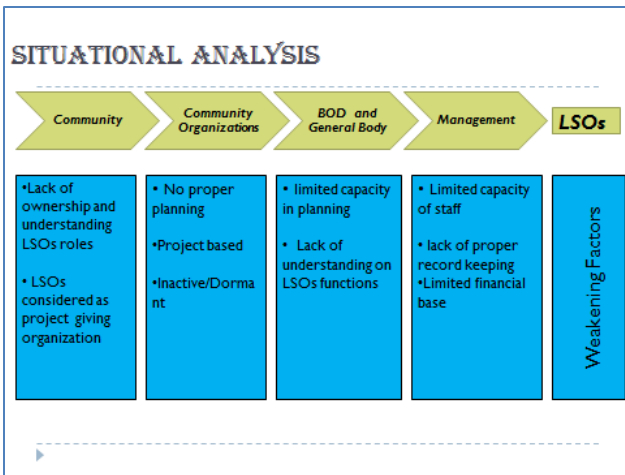
ONE DAY DEBATE PROGRAMME ON 'SOCIAL HARMONY'

Organized by: **THE LOCAL SUPPORT ORGANISATION**

- Organized Social Harmony Debate
- School Competition for awareness
- Peace Committees
- Facilitation of Government in communication for maintaining peace
- Border surveillance system

BRIEF PROFILE KIDP

District:	Chitral
UC:	Koh & Danin
Area:	850.5 Km
Year of Formation:	2007
Member VOs:	63
Member WOs:	26
Membership :	2078
Total No of H H:	2806
No. of Covered H H:	1928
No. of Board Members:	13
Men Board Members:	09
Women Board Members:	04
Total No. of Staff:	05
Freq. of GB meetings:	Yearly
Freq. of Board meetings:	Quarterly
Audit System:	Yearly
Policies:	Finance, HR, Gender



Capacity Building of Local Grassroots Organisations in Governance, Transparency and Gender Sensitisation

Immediate Results

- Capacity Building of 60 Staff and 15 Executive Body in Good Governance
- Capacitated 15 LSO & 2 CSOs financial staff in financial management
- Assisted in 15 LSOs & 2 CSOs in development of plans
- Easy accessible financial system in 15 LSOs & 2 CSOs have been made functional
- 6 LSOs developed Funding and Financial Resource Plan

INCREASED CIVIC PARTICIPATION

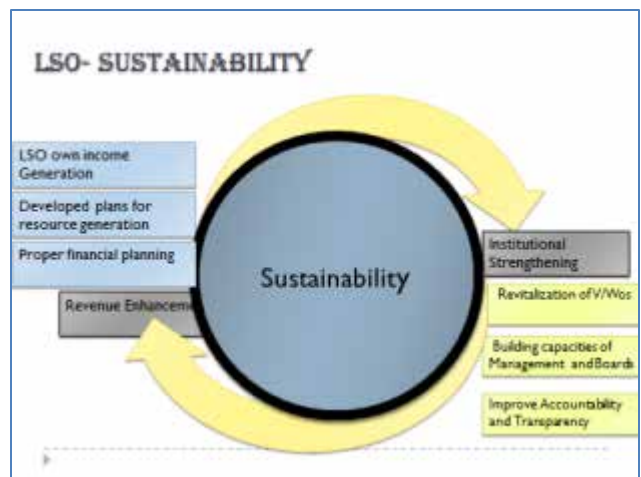
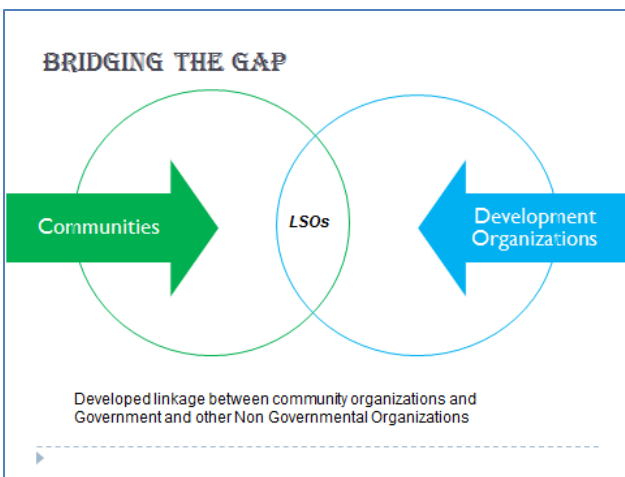
- 630 Village/Women organizations out of 823 developed plans at village level
- Participation of 900 poor, youth and women in the planning process
- Strategic gender needs have been included in the plans

A bottom up Approach

INCREASED FINANCIAL BASE OF LSO

- Developed funding and resource mobilization plans
- Increased LSO own income
- Developmental and Organizational plans separately developed to extrapolate future expenses of the LSOs

Category	BEFORE	AFTER
EXTERNAL	~70	~10
INTERNAL	~25	~90



A SHIFTING TREND

- Donor- driven organization
- A project based approach
- Outward looking
- Dependent on external sources

- Community driven Organizations
- Continuous service approach
- Inward Looking
- Dependent on internal/Own resources

BEFORE

AFTER

Thank you for your Time



Sahil Health & Development Organisation for Women (SHADOW)



Area Profile

District	Gwadar		
Total Tehsil	4		
Covered Tehsils	3		
No. of UCs	13		
Covered UCs	7		
Total No. of HH	33,880		
Covered HHs	18,437		
	Male	Female	Total
No. of women CSOs formed	0	6	6

Organizational Profile of SHADOW

- Name of CSO:** Sahil Health and Development Organization for Women
- Year of formation:** 2007
- Year of registration:** 2008
- Registration No.:** 57/08 EDO-CD (Act 1961)

	Male	Female	Total
No. of General Body Members	1	14	15
No. of Executive Body Members	1	6	7

Vision & Mission of SHADOW

Vision
To create an enable environment for women to get empowered and play their role for gender development.

Mission
The SHADOW strives to bring about attitudinal change to ensure gender development with particular emphasize on empowering women-folk socially, economically and politically by making their access to the basic services of health, education, skill development, involving them in planning and decision making at all levels.



Human Resource Development

Activities	Event	Pax Male	Pax Women	Support Organization
Social Mobilization, Gender Sensitisation	01	0	05	EU Project
Financial Record keeping	01	1	-	EU Project
Refresher Training (Financial Record & Gender Sensitization)	01	-	2	EU Project
Planning workshop	01	02	26	EU Project
Participatory Development Approaches Workshop	01	-	01	UNDP
Gender Develo. MGDs Public Service Delivery Mechanism	01	-	02	UNDP

Achievements of SHADOW

Computerized Birth Registration Project (UNDP)	Campaign against Early Child Marriage (Action aid)
	
	

Achievements of SHADOW


Community sensitization on human rights (SPO)	Awareness raising on Health & Hygiene and food & nutrition (DTCE)
	
	

Achievements of SHADOW

Distribution of NFI to Cyclone affected families(NCBP)	CSO formation(GFW)
	
	


Achievements of SHADOW

Activities	Event	Pax Male	Pax Women	Support Organization
Computerized birth registration project	01	15000	15000	UNDP
Supporting women for making fresh CNIC	01	0	2000	NADRA/UN Women Ahsas-Pk
Distribution of wheelchairs	01	14	23	Pakistan Bait-ul-Mal Quetta
Campaign against Early Child Marriage Issue	02	5000	2000	Actionaid
Round table discussion on NFC Award	1 at Quetta	Political parties, Media /CSOs		Actionaid




Achievements of SHADOW

Activities	Event	Pax Male	Pax Women	Support Organization
Participatory Information System Project	Data of 5 deptts. collected	All line departments/CSOs/media		UNDP
Capacity building of women on democratic rights,	8 training sessions		300	SPO
CSP Schools impact study in Kech and Gwadar districts	200 female teachers/community notables/parents/students			GoB through IDSP Quetta



Self Initiative Achievements

Activities	Event	Pax Male	Pax Women	Support Organization
Theater on "the role of women in social development"	2 events		350	Self help
Survey on Child Labor	Interviews of 100 child labors			Self help
Documentary on Post Cyclone situation at Gwadar	All CSO, political parties, media and benefited			Self help



Problems faced before EU Project

- Low capacity in financial management & record keeping
- Less procedures in place for ensuring transparency and accountability
- Less interests /participation of members in organizational matters/activities
- Lack of skills for long-term Planning
- Lack of vision for fund raising and sustainability



Immediate Results of EU Project

- Financial record maintained in accordance with the techniques/tools received from the trainings
- Sense of ownership increased/transparency & accountability ensured as members have right to know & questioning about organizational matters
- More trained girl activists joined SHADOW/ newly inducted female activists floating new ideas of community development
- Been able to develop 3 years planning with identification of resource mobilization sources
- Enhanced capacity of activists, helped out in developing policy in fund raising and devised tools for sustainability



Future Plan

- Establish endowment fund of SHADOW
- Capacity building of general body members on planning & development, communication & presentation skills, proposal writing, monitoring tools etc.
- Launch advocacy campaign against early child marriage issue
- Make fresh CNICs for women in remote localities
- Conduct research/raise awareness on *chronic anemia* & *hepatitis*
- Conserve biodiversity (turtle conservation & mangrove plantation at jiwani)
- Electrifying of civil dispensaries /schools through solar energy
- Water supply through solar energy
- Establishment of women resource center



LSO Siran Valley Development Organisation (SVDO)



LSO Profile		ایل ایس او پروفائل	
UC	Sum Elahi Mang	یونین کونسل	سم الہی منگ
Tehsil & District	Mansehra	تعمیر ایڈ ڈسٹرکٹ	مانسہرہ
DOF	March, 23 2010	تاریخ قیام	23 مارچ 2010
Registration #	673	رجسٹریشن نمبر	673
Registration Act	Cooperative society 1925	رجسٹریشن ایکٹ	کوآپریٹو سوسائٹی ایکٹ 1925
Total HH	3524	کل گھرانے	3,524
Organized HH	2,688 (76%)	منظم گھرانے	2,688 (76%)
Working Area	UC Sum	دائریہ کار	یونین کونسل سم

Achievements of LSO					ایل ایس او کی کامیابیاں	
Supported By	Total	Children	Women	Men	Activity	سرگرمیاں کا نام
SRSP/RSP N	115	0	45	70	Manager Conference	مینیجرز کانفرنس
Do	900	600	-	300	Youth Development Event	نوجوانوں کی ترقی کے لیے سرگرمیاں
Do	480	400	-	80	Democracy & Peace	جمہوریت اور امن
	180	-	60	120	Basic Human Rights	بنیادی انسانی حقوق
CRS/Edu Dept;	250	200	-	50	Educational Walk	تعلیمی واک
LSO	500	300	-	200	Cricknet Tournament	کھیلوں کی سرگرمیاں
AHSAS	70	-	-	70	Awareness Raising about PWD	معذور افراد کے حقوق کے بارے میں آگاہی
Health Dept;	520	120	150	250	Medical Camp	میڈیکل کیمپ
NADRA	230	-	60	170	CNIC	شناختی کارڈ کا حصول
Livestock Dept;	Whole UC	-	-	-	Livestock Vaccination	مال مویشی کی ویکسینیشن
LSO	500	500	-	-	Enrollment of Children in Schools	بچوں کی سکول میں داخلہ

Problem Faced by LSO Before Capacity Building Project of SRSP-EU	ایل ایس او میں یہ ہی ہو کر استعمال کاری کے پروجیکٹ سے قبل ایل ایس او کے مسائل
<ul style="list-style-type: none"> • There is no proper development plan at LSO level • The Financial Record was not properly maintained • Low capacity of members about organizational development • Did not Know the sources of resource mobilization • Did not Know about the potential linkages in the area • Low participation of women in development process 	<ol style="list-style-type: none"> 1 - ایل ایس او کے پاس کسی قسم کی مصدوم سازی کاغذ ہوتا 2 - مالیاتی ریکارڈ کا صحیح مرتب نہ ہونا 3 - تنظیمی ترقی کے بارے میں ممبروں کی کم صلاحیتیں 4 - ایل ایس او کو جاننے کے لیے وسائل کے بارے میں جان کاری کا نہ ہونا 5 - ایل ایس او کے ممبروں کے پاس علاقہ میں موجود اداروں کے بارے میں معلومات کا نہ ہونا 6 - خواتین کی ترقی کے حوالے سے کم شمولیت

Impacts of SRSP-EU Capacity Building Project	ایل ایس او میں یہ ہی ہو استعمال کاری کے پروجیکٹ کے وقت
<ul style="list-style-type: none"> • LSO have a complete Financial Records • LSO has developed its One Year & Three Year strategic development Plan • LSO has Resource Mobilization plan • Potential Linkages Development with other organizations after completion of 3-year strategic plan like watershed for plantation, MNA for link roads etc • Based on Gender Sensitivity LSO focusing on women organization & participation of youth in development process • Proposal submitted to Australian Embassy for Direct Aid Programme 	<ol style="list-style-type: none"> 1 - ایل ایس او کے پاس اب مکمل مالیاتی ریکارڈ موجود ہے 2 - ایل ایس او نے اپنا ایک سالہ اور تین سالہ ترقیاتی منصوبہ تیار کر لیا ہے 3 - ایل ایس او کے پاس اب وسائل سازی کا منصوبہ موجود ہے 4 - ایل ایس او نے اس پروجیکٹ کے بعد مختلف اداروں سے روابط کیے اور پتہ سے مسائل حل کرنے جن میں پلانٹیشن، لنک روڈز کی منتوری، کاموں کی تکمیل اور دھڑال سکول کی تعمیر نو کے لیے شراکتی منتوری شامل ہیں 5 - صنفی حساسیت کے پیش نظر خواتین کی تنظیم سازی اور نوجوانوں کی شمولیت پر خصوصی توجہ 6 - آسٹریلیا ایسے کو خواتین کی ترقی کے لیے پیسہ جمع کروایا

Achievements of LSO after the Development of 3 & 1-Year Plan	تین و ایک سالہ منصوبہ سازی کے بعد ایل ایس او کی کامیابیاں
<ul style="list-style-type: none"> • Joint venture with SRSP in Alif Aailan Project • Meeting with Political workers about 25-A • U/C walk regarding 25-A under Alif Aailan Project • Participation in District walk regarding 25-A and shared the education related issues of the U/c with EDO education. • Collection of record at HH level of out of school children record and awareness sessions in the area through 5 male and 5 female CRPs • Polio campaign • Celebration of Intemational Days (Labor Day, Environment Day) • 100% disbursement of CIF amount with 100% recovery. • Collection of amount Rs. 10,800/- as service charges on disbursed CIF amount. • Submission of proposal to TVO for poultry packages. • Collection of Rs. 9000/- as membership fee from VO 	<ol style="list-style-type: none"> 1 - ایف ایف ایل پروجیکٹ میں ایس او کے ساتھ پیش پیش 2 - سیاسی نمائندوں سے 25-اے کے متعلق میٹنگ 3 - یونین کونسل کی سطح پر تعلیمی واک کا انعقاد 4 - متعلقہ ڈسٹرکٹ واک میں شمولیت اور متعلقین کو یونین کونسل میں تعلیمی اعتبار سے درپیش مسائل سے آگاہی 5 - گھرانے کی سطح تک سکول نا جاننے والے بچوں کے ریکارڈز کی کوریجنگ ایس او آریز کے ذریعہ والدین کی رہنمائی 6 - پولیو مہم میں شمولیت 7 - بچوں اور ماحول کے عالمی دن کا انعقاد 8 - فرزندہ جات کی 100 فراہمی اور واپسی 9 - سرویس چارجز کی مدد میں فرزندہ جات 10 - 10800 روپے کی وصولی 11 - ادارہ ٹی وی اور ٹی ویٹری پیکجز کے لیے پروجیکٹ جمع کروائی 12 - گاؤں کی تنظیمات سے ممبر سب فیس کی مدد میں 9000 روپے جمع کیے

Achievements through Linkages

- Training of 70 Pax in honey Bee Keeping through NGO PACE and provision of hives to trained Pax.
- Plantation of 30,000 plants in the area under plantation project of water shed.
- Approval for the rehabilitation of Dharyal High School.
- Provision of water storage tank to 125HH from ERRRA (of cost Rs. 45,000/- each).
- Provision of NFI to poorest peoples from Al-khair Foundation
- Approval of MNA funds for
 - Batang Syedan Road 4.9 Million
 - Char Banda Road 1 Million
 - Timbri Road 0.7 Million
 - Tambah Road 0.5 Million,

رابطہ کاری کے ذریعہ ایس او کی کامیابی

- ادارہ پیس کے ذریعہ 70 افراد کی مگس بائی میں استعداد کاری اور شہد کی مکھیوں کی فراہمی
- محکمہ واٹر شیڈ سے حاصل کردہ 30 ہزار پودوں کی پلانٹیشن
- دھڑیال ہائی اسکول کی بلڈنگ کی مرمت کے لیے فنڈ کی منظوری
- ابراہیم 125 گھرانوں کو واٹر سٹوریج ٹینک کی فراہمی
- 5 - الخیر فاؤنڈیشن سے رابطہ کر کے 35 غریب ترین گھرانوں کو گرم بستر کی فراہمی
- 6 - ایم این اے سے ہنگ سیدان روڈ کے لیے 47 لاکھ چار ہائیڈرو پوڈ کے لیے 50 لاکھ - تباہ شدہ پوڈ کے لیے 5 لاکھ اور تمبری پوڈ کے 7 لاکھ کی منظوری

Pictorial Views of SSK visit to LSO SVDO in June 2010



Activities Pictorial View in LSO SVDO



Pictorial View of Honey Bee Keeping Project



Pictorial View of International Child Labor Day



Pictorial View of International Environment Day



Activities Pictorial View in LSO SVDO



Pictorial View of EU Project's Activities in LSO SVDO



Roshni Development Organisation (RDO)



Organizational Profile

- **Name of organization:** Roshni Development Organization
- **Registration #:** 1360
- **Title of Account:** Roshni Development Organization
- **Bank Account #:** 01-1775970-01
- **Bank Branch:** Standard Charter
- **Account holder:** Sardar Tariq, Zulfiqar Ahmad




Vision Statement

Empowerment, through Social Mobilization, organization, Social development with active community, Participation at Grass Root Level


Mission Statement

Create a peaceful society based on equality, transparency and justice, through social mobilization, knowledge and capacity development and advocating the rights of underserved segments, especially children and women.



OBJECTIVES

- To improve the livelihood conditions of poor communities
- To provide health care services in mother and child care, women reproductive health
- To provide clean drinking water and building up sanitation infrastructure in remote areas
- To facilitate women empowerment through interventions for women rights, gender and equal participation with men in leadership and decision making.



OBJECTIVES

- To contribute in developing quality education through enhancing capacity of existing establishments/setups with conscious efforts for increasing literacy in girls and deserving sections of society.
- To impart skills and knowledge for improvement in human and institutional development through training and consultancy with NGOs, CBOs, and community groups.

Social Structure of Roshni

RDO profile			
S #	Detail	No of organizations	Donation
1	Men organization	55	320,590
2	Women Organization	45	90,340
3	Joint Organization	12	80,700
Total Organizations		112	491,630

PROJECTS HISTORY

S#	Project	Donor / Partner	Partner Organization	Status
1	Emergency relief program	Sungi Foundation	RDO	2005-2006
4	SLRI Project	Sungi	RDO	2007-2012
5	CSOs Capacity building in Governance, Transparency & Gender Sensitisation	EU/SRSP	RDO	Feb 2012-on going
6	Construction of women college	Wespak welfare trust	RDO	Proposal Submitted

Self initiated Activities

S #	Detail	No of activities	Beneficiaries	
			Women	Men
1	Cricket Tournament	01	-	650
2	Safe dispose of garbage	05	140	135
3	Establishment of sewing center	01	190	20
4	Linkage with education department and C&W for GGMS	01	UC Boi	
5	Linkage with agriculture department for nursery raising	01	05	
6	Linkage with agriculture department for provision of fruit plants & kitchen garden	01	30	14
7	Linkage with NGO for water supply scheme	05	625	625
	Linkage with NGO for waterlink road			



Activities through Linkage Development

S #	Activities	No of activities	Beneficiaries	
			women	men
1	Training of livestock extension worker	01	08	08
2	Training of agriculture extension worker	01	07	07
3	Formation of disaster management committee	01	25	25
4	CNIC provided at door level	05	439	276
5	Voter registration at UC level	02	269	85



Capacity Building under EU Project

S #	Activities Name	Main Components	Members Participated
1	Governance, Transparency & Gender Sensitization	Gender & Development, Transparency & Accountability, Human Rights, 3 & 1 Year Development plan & Budgeting, Resource Mobilisation Planning, District Budgeting	3
2	Financial Record Keeping	Writing of financial documents i-e Receipt Book, Bills/Vouchers, Cheque Book & Deposit Slip, Bank Book, Cash Book, Ledger, Income & Expenditure Account, Stock Register	1
3	Social Mobilisation	RSPs 3 Ties Social Mobilisation Strategies, Poverty Ranking, Member Investment Plan, Village & UC Development Plans etc	4
4	Refresher of Training - 1	Review of Main components of Training 1 & Experience Sharing	2
5	Refresher of Training - 2	Review of Main components of Training 2 & Experience Sharing	1
6	Planning Workshop	Gender Analyses Tools, Problem Ranking, 3 & 1 year Development Planning & Budgeting, Resource Mobilisation Planning	7


Before & After Impacts of EU Project

1. Lack of 1 & 3 year development plan at organization level	1. RDO has successfully developed its 3 & 1 year development plan
2. Lack of proper financial record keeping	2. RDO have maintained financial records as per standards
3. Lack of capacity of members about organizational development	3. RDO members have been trained for organizational development
4. Lack of proper resource mobilization planning	4. RDO have proper resource mobilization planning
5. Lack of potential linkages in the area	5. RDO focus on potential linkages development with govt; & non govt; organizations
6. Lack of women participation in development process	6. Based on Gender sensitive planning RDO focused on women & youth inclusion, participation and decision making in development process
7. Weak organizational structure	7. CSO transformed into LSO



Linkages Development

- SRSP
- Sungi Development Foundation
- WESPAK Welfare trust
- Agriculture department
- Construction and works department
- NADRA office
- Elected members



Organizational sustainability initiatives

- Member Ship fees
- Donation from members
- Donation from well off persons
- Income generation through self initiated activities
- Strong linkages with Govt and Non Govt organizations
- Consultancy Income

LSO Saachan Kallag



Profile of LSO Saachan Kallag	
Name of LSO	Sachan Kallag
Date of Formation	31-03-2008
Date of Registration	30-08-2008
Registration No.	EDO-CD 66/08
General Body Members	Male: 07 women: 11 Total: 18
Executive Body	Male: 04 women: 03 Total: 07

UC Kallag Profile	
UC Name	Kallag Kulanch
Tehsil	Pasni
District	Gwader
Province	Balochistan
Total House Hold	1,933
Organized House Hold	1,160
House Hold Coverage	60%
Member COs	Male: 22 Women: 45 Mix: 05 Total: 72
Total Membership	Male: 294 Women: 778 Total: 2,383
Member Vos	12 (Mix)

Achievement of LSO Saachan Kallag				
Activities	Men	Women	Mix	Total
CO Formation	10	06	05	21
No of Cos involve in Internal Lending	02	04	-	06
CMST	18	36	-	54
Activist Workshop	25	12	-	37
MNH Awareness Session	-	57	-	57



Self-Help Initiative

Activities	Pax Men	Pax Women	Children	Total
O&M Training on Solar System	185	-	-	185
Enrollment Campaign	20	17	-	37
MNH awareness session	-	57	-	57
Walk against Drugs	200	-	30	230
Health & hygiene session	25	45	-	70
CNIC formation	-	105	-	105
Arranged Cricket Tournament for youth	75	-	-	75

Achievement of LSO Saachan Kallag



Training on Operational & Maintenance of Solar system in 7 Villages of UC Kallag.

Linkages

Activities	Beneficiaries	Support Organization
Live Stock Vaccination Camp	956 (Animal)	WET. Land
Free Medical Camp	308	Gull Foundation
Ambulance Arrangement for UC	All UC	MPA
CNIC formation	105	NADRA
Adult Literacy Center	132	NCHD
Enrollment Campaign	32	NCHD
Poor Women Linkages for Fund	210	BISP
Cleaning of Natural Water Reservoir	700	MPA
Distributed Embroidery Machine to poor women	50	Social Welfare
Purchase Karakary for UC	All UC	DTCE

Innovation



Arranged Ambulance for UC Kallag through Minister

Solar Energy Project (USAID)

Total Project Cost	9,230,000
USAID Share	7,539,000
LSO Share	1,691,000
Total System Established	199
Total Villages Covered	07
Beneficiaries House Hold	398
Total Beneficiaries	Male:742 Women:765 Children:1396 Total:2903

Achievement of LSO



Solar Electrification System

Beneficiary of CfI

CIF Disbursement of LSO Saachan Kallag

Total Amount Received for CIF by PPAF /NRSP	100,0000
Disbursement as of May, 13	1,330,000
No. of Borrowers	60 women
Total Dues	681,398
Total Recovery	681,398
Portfolio	812,529
Recovery Rate	100%

Impact

- ❖ Girls Education has been increased due to LSO's awareness raising and linkages
- ❖ Women employment increased (teachers, LHVs, midwives) due to LSO's awareness raising and linkages
- ❖ Income generation has been improved due to CIF and solar system
- ❖ LSO is now self sustain (Through CIF).
- ❖ Health Facilities have been improved and emergency services are being provided through ambulance
- ❖ 25 Solar system has been installed in extremely poor households (0-11 PSC).
- ❖ Safe drinking water provided to community

Achievement of LSO Saachan Kallag



Session on Conflict Resolution

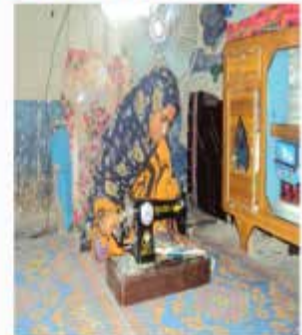


Health & Hygiene session

Achievement of LSO Saachan Kallag



Awareness Session on Early child marriage



Distributed sewing Machine to poor women

Problem Faced Before EU Project

- ❖ Lack of capacity in financial management & record keeping
- ❖ Lack of skills for long-term Planning
- ❖ Lack of vision for fund raising and sustainability

Problem Solved after EU Project

- ❖ Financial record maintained in accordance with the techniques/tools received from the trainings
- ❖ Be able to develop 3 years planning, annual planning with resource mobilization planning
- ❖ Enhanced understanding of LSO leaders about Local Government Budget system

Immediate Results of EU Project

- ❖ Improved transparency and accountability
- ❖ Improved resource mobilisation capacity
- ❖ Improved gender equity in LSO programmes
- ❖ Improved sustainability of LSO

Future Plans

- ❖ Capacity building of Cos, VDOs members on planning & development, social mobilization, communication & presentation skills, proposal writing.
- ❖ Scale up solar system project to cover the remaining villages of UC.
- ❖ Increase education quality by establishing Language Center and Library in UC .

Darband Educational Organisation (DEO)



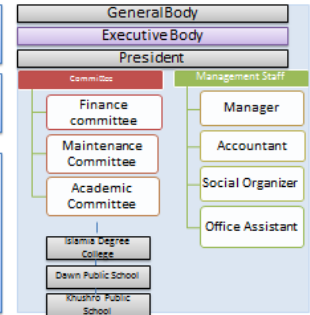
Darband Educational Organization (DEO)

Vision: To increase awareness of education among the people and increase literacy rate to 95% by 2025 in the programme UCs

Mission: To promote quality education among the new generation and work for their holistic development

Objectives

- Promote quality education
- Create awareness about social issues in the area
- Help develop youth to become useful and active members of the society
- Provide opportunities for talented students to use their knowledge and skills for development of the society



Organizational Activities

- | | |
|---|---|
| <ul style="list-style-type: none"> Name: Darband Educational Organization District: Chitral Programme UCs: Mastuj, Laspur, Yarkhun Executive Body: Women-2 & Men-5 General Body: Women-24 & Men-56 Staff : 4 Total beneficiary HHs: 2296 | <p>Academic Activities</p> <ul style="list-style-type: none"> Two Schools and One College Enrolled Students: 397 Total Students: 1650 <p>Non Academic Activities</p> <ul style="list-style-type: none"> Livestock management, Honey bee keeping, Fruit Processing, Computer, First Aid, Health, Human Rights, Disaster Risk Management 500 communities trained |
|---|---|

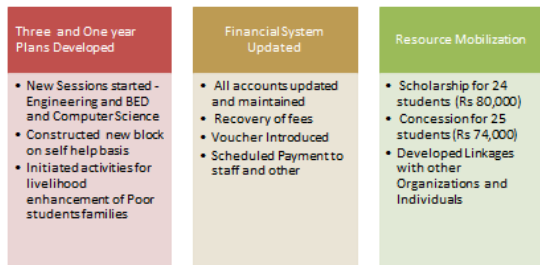
Pre Project Challenges

- No proper development planning was in place; decisions made on ad hoc basis; resulting inefficiency
- No proper financial record keeping; no financial management system in place
- No consultation with beneficiary community; Lack of awareness about DEO among the society
- Limited Resources

Capacity Building of Local Grassroots Organisations in Governance, Transparency and Gender Sensitisation

- Trained 3 staff on Governance, Transparency and Gender Sensitization
- Trained 1 staff on financial Management
- Trained 4 staffs in Social Mobilization
- Participated 2 staffs in Refresher Training
- 5 Financial Follow ups
- Provision training Modules and Books of Accounts

Key Achievement of the EU project



Future plan

- Establishment Professional Development center
- Establishment of Endowment fund for poor students

LSO Saleem Khan Rural Development Organization (SRDO)

Profile of LSO

SALEEM KHAN RURAL DEVELOPMENT ORGANISATION
 UC Saleem Khan
 Tehsil: Swabi
 District: Mardan, KP
 Date of formation: 29 May, 2009
 Total HHs in the UC: 1,722
 Organised HHs: 1,222 71%
 Member COs: 68
 Member VO: 2
 General Body: 42
 Executive Committee: 12

Major Development Activities

Activity	Beneficiaries	Impact
1. Re-claiming illegally occupied link roads	1,200 HHs High School students	Easy access to main road, markets, schools, health centers etc.



Major Development Activities

Activity	Beneficiaries	Impact
2. Land consolidation in the UC commons	1,700 HHs	Improved land management
3. Construction of access roads for the 8,000 kanal common land	1,700 HHs	1. Improved access to farm fields and markets 2. Reduced transportation cost

Major Development Activities

Activity	Beneficiaries	Impact
4. Lease income from mining	1,700 HHs	1. Increased self-reliance 2. Improved financial viability of LSO



Activity	Beneficiaries	Impact
5. Construction of 26 kanal Stadium for promotion of healthy activities for the local youth	1,700 HHs	1. Healthy activities for youngsters 2. Control over drugs



Activity	Beneficiaries	Impact
6. Construction of Squash Complex for young women of the area	1,700 HHs	1. Indoor games for girls 2. Gender empowerment



Activity	Beneficiaries	Impact
7. Provision of a High School for girls	1,700 HHs	<ol style="list-style-type: none"> 1. Increase in female education 2. Improvement in girls' higher education 3. Reduced cost of girls' education
8. Up gradation of Boys High School to Higher Secondary level	1,700 HHs	<ol style="list-style-type: none"> 1. Improvement in higher education 2. Reduced cost of higher education

Activity	Beneficiaries	Impact
9. Approval of one New Moga (consist of two water courses) from irrigation department	2,000 HHs	<ol style="list-style-type: none"> 1. Rain fed land are converted into fertile land 2. Finishing of conflicts regarding irrigation water 3. Increase in productivity & economic growth
10. Construction of cause ways approved from Minister	2,400 HHs	<ol style="list-style-type: none"> 1. Easy access to Market, home town and time management 2. Prevention of flood water and risk

Management Problems of the LSO

Problems	Development Effects
1. Lack of proper development plans and budget	<ol style="list-style-type: none"> 1. Limited development vision 2. Wastage of resources and time
2. Lack of proper understanding about Gender issues in development	<ol style="list-style-type: none"> 1. No consideration to women specific issues 2. Women denied from equal participation in development
3. Limited vision regarding local resource mobilization	<ol style="list-style-type: none"> 1. Financial constraints 2. Dependency on external donors
4. Lack of proper financial record keeping system	<ol style="list-style-type: none"> 1. Transparency issues 2. Trust deficit 3. Constrains in resource mobilization

Results of EU funded project

1. In house capacity for gender sensitive development planning, budgeting and financial record keeping
2. Increased understanding about local government budget making process
3. Developed 3 years gender sensitive Development Plan and Annual Development Plan in consultation with member VOs and COs
4. Developed Annual Budget – Programme + Operational
5. Maintained financial records of the LSO on proper accounting standards
6. Prepared financial statements of the LSO and shared with stakeholders

Results of EU funded project

7. Widened development vision of the LSO
8. Improved transparency and accountability of the LSO
9. Improved relationship of the LSO with member VOs and COs
10. Sensitized the LSO leaders about vulnerable groups of the society
11. Improved proposal development capacity of LSO leaders
12. Enhanced resource mobilization capacity of LSO leaders

Future Plans of the LSO

1. Audit of LSO accounts from an external audit firm
2. Linkages with Government departments and other line agencies



Participatory Development Initiatives (PDI)

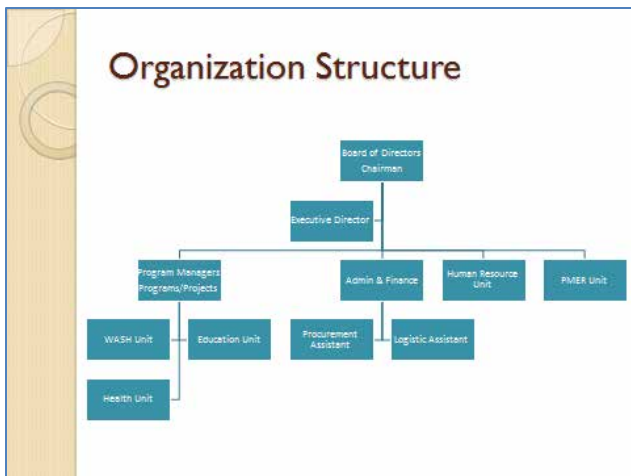
INTRODUCTION TO PARTICIPATORY DEVELOPMENT INITIATIVES (PDI)

An Organization of Professionals and Volunteers for Participatory Development



Profile of CSO

- Participatory development Initiative (PDI)
- Formed on July 1, 2005
- Registered under Societies Act 1860 on July 1, 2009
- Geographical Area: District Mardan
- Population of the geographical area:
 - Male: 1000749 Female: 961504
 - Total: 1962253
- Area of focus: WASH, Social Accountability and Gender mainstreaming



Vision

A society characterized by access to WASH and health facilities irrespective of culture, religion, politics and gender with good governance system.



Mission

To sustain the community resources and mobilize them for capital formation through promoting the culture of participation, experience sharing, awareness and capacity building.



Major Achievements

S #	Activity Title	Cost		Beneficiaries		Impacts/ Results
		Self	Donor	Male	Female	
1	Youth Fellowship/Training Program	50000	550000	35	25	Linkages developed with public & private colleges and universities. The capacity of our staff improved.
2	Seminars on "Inclusion of Women in Political Process"			25	115	Women realized their role in electoral process. -10% increase of women vote in the next election.

Major Achievement

S#	Activity Title	Cost		Beneficiaries		Result/Impact
		Self	Donor	Male	Female	
3	Seminar on Women Rights in Land	14000	160000	20	120	Women awareness enhanced regarding their right to land. -Woman came to know about the national (1973 constitution), International treaties (UDHR, CEDAW etc) and Islamic Laws regarding the protection of human rights and especially women rights to land
4	Elimination of Discrimination against women by any person, organization, enterprise	8000	102000	15	140	Women are sensitized and are ready to raise voice for their rights. -CEDAW is projected & 5% of the women of district Mardan came to know about its articles in detail.

Major Achievement

S#	Activity Title	Cost		Beneficiaries		Result/Impact
		Self	Donor	Male	Female	
5	Legislative measures for child domestic labor in Pakistan(SPO)	20000	230000 (SPO)	82	74	-Policy draft prepared for the legislation for the protection of Child Domestic Labor & will be presented to the Provincial assembly soon after the new government is formed.
6	Effective Participation of Women & Youth girls in the Electoral Process(SPO)	4000	25000 (SPO)	-	40	-Women awareness enhanced regarding their right to vote and participation of women and youth in the electoral and political process of the state

Major Achievement

S#	Activity Title	Cost		Beneficiaries		Result/Impact
		Self	Donor	Male	Female	
7	Linkages with Pak women under USAID project		160,000	120	120	Capacity of 240 disable (Male &Female) was build on voter education.

Management Issues before EU Trainings

- No realistic future planning
- No proper and results effective utilization of available resources.
- No neat and up-to-date financial record.
- No women and minority participation in the decision making body.
- No regular meetings of BOD members/staff.
- No follow up mechanism of the decisions taken in the meetings.
- No distribution of responsibilities.

How the Project helped to resolve the Issues

- Women and minority participation improved by including(3 members in BOD from the women and 1 from minority groups)
- Sensitized CSO members about vulnerable group of society
- Prepared three year and annual plan
- Prepared three year and annual budget (Programme+Operational)
- Prepared one year Resource Mobilization budget.

Results of the EU Project

- Management performance improved.
- PDI is acknowledged as a representative body of the community.
- Memberships of PDI increased (64 new members).
- No of trainers increased and PDI itself deliver capacity building trainings to the local CBOs/NGOs etc.
- Proposals developed and submitted for grant to the relevant donors.
- Women are included in the decision making and Women Institute for Skills Education (WISE) established.
- Proposal developed for the improved life standard of the religious minority groups & sent for grant to the Secretary of minority Islamabad.
- Financial records were updated according to standard operating procedures.

Future Plan

- Audit of CSO from an external audit firm
- Increase linkages with Government and other line agencies
- Networking of CSO's in Mardan district
- Inclusion of women and youth in the decision making bodies of PDI.

Pictorial Gallery



Pictorial Gallery



Pictorial Gallery



Pictorial Gallery

